A Strategic Perspective Comparison of Educational Transformational and Transactional Leadership

Atif Saleem

Abstract—The competitive environment and globalization strikes to higher learning institutes to adapt strategic variations in response to wide effects of globalization and competitive environment, in order to remain pertinent and get competitive benefits. Therefore, there is a more acute need of active leadership behavior nowadays than before. A comparative study had been directed for this purpose, to examine the leadership types "Transformational and Transactional Leadership" & their usefulness for advanced education institutes.

The key emphasis of this study on advanced education institutes. Previous literature related to the leadership types mainly transactional and transformational leadership and their effectiveness in learning institutes is reviewed in current study.

Both leadership styles are operative in various circumstances as shown by present study's result. For management of operational activities, transactional leaders are quite appropriate, while transformational leaders could play a very vital part in tactical development of higher education institutes. Hence, in order to implement their organizational policies, the higher education institutes come up with a solid leadership trends.

Keywords— Leadership, Transformational Leadership, Transactional Leadership, Institutes, Management.

I. INTRODUCTION

Significant factor for the varying part of managers is the diverse structure of the Organizations to a flatter structure, which challenged extra responsibility to managers. A leader was challenged by the different environment to play several roles. More attention for the individual should be imparted in leaders to ensure the successful implementation of change, with regard to features such as understanding how people interpret the world[1]. Higher learning institutions were forced by the excessive influences of globalization, technology progressions and competitive environment to absorb strategic variation to pertinent and get the benefits of competitiveness. Therefore, there was a more acute need of active leadership behavior nowadays than before. Individuals want to know

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about the elements which help an individual to be a leader [2]. An important factor for promoting operative organization is transformational leaders' supported as shown by past literature. Global and local environment had shaped variations occurring in higher learning institutions in Malaysia[3].

Burns [4] invented transformational leadership as well as transactional leadership, based on political scenario. After that this theory was improved by Bass [5] who introduced it into organizational context. The theory of leadership was promoted by Bass and Avolio [6] which is contained on transformational leadership, transactional leadership, laissez-faire leadership and augmentation effects. According to Bass [5] the interchange procedure between leaders and subordinates developed transactional leadership in which compensation interchange for performance of subordinates that is provided by a leader.

On the other side, Bass (1985) defined transformational leader, who triggered knowingness as well as interest in the cluster, team, group and institutes to raise groups and individuals confidence and self-reliance to transfer the interests of dependents for accomplishment and progress instead of survival. These leaders pursue innovative working methods and procedures, novel prospects by to achieve the effectiveness and efficiency which are the basic elements of leadership [7]. According to Rosser, Johnsrud [8] educational learning institutes including colleges and universities validate effectiveness and efficiency in achieving mile stones and after accomplishing the objectives and goals which is the result of competitive environment and resources rarity. It is striking the trust of public on higher education procedures and methods. These issues can be resolved by focusing on individual learn necessities, community objectives and goals towards economic progress. Leadership including top management, administration, change agents and academicians have to recognize and know the standards of sub-ordinates by identifying work behaviors that can hit the novel initiatives [9].

While particular elements of both elements are not contributing in workforce's satisfaction. For instance [9] found that a dynamic and contented workforce was the result of amalgamation of transactional leadership contingent compensation and rewards as well as care of individual necessities and needs by the transformational leadership. Another research [10] similarly concluded that transactional leadership can managed and observed the job objectives and complexity in organized way whereas transformational leadership endorsed complex procedures to be fewer daunting as well as widely acceptable.

II. BENCH MARK STUDIES

A. Transformational Leadership

Transformational Leadership concept was created by J.V. Downton in Rabel Leadership, Commitment and Charisma in a Revolutionary Process [11]. It was initially introduced by [4]. He explains in his book named Leadership that transformational leadership is continues procedure to increase the level of encouragement, enthusiasm and morality of both leader and follower. Organizational effectiveness comes through transformational leadership which is essential element of it [6].

It has been proved empirically that high performance and effective organizational outputs are due transformational leadership [12]. In order to fulfill the requirements of leadership and followers, transformational leadership is adapted as a style of leadership which is sensitive to differences (Currie and Lockett [13].

Transformational leadership has four major aspects which are inspiration for motivation and encouragement, stimulation for intellectuality, behavioral influence and consideration of individuals [14, 15].

B. Transactinal Leadership

In transactional leadership we can motivate employees and urge them to do work by organizational rewards which so called external motivators [16]. Generally transactional leader work with the focus on ongoing works of the past and modified transferring to future [17] . According to Nguni, Sleegers [18] researched transactional leaders prefer policies about preserving current conditions rather than people's personal development. Transactional leadership was four dimensioned: laissez-fair, management by exceptions (passive), management by exception (active) and conditional reward [16, 19].

C. Transformaional vs Transactional Leadership

By Burn's view, transactional leadership was less effective than transformational leadership [4]. For collaboration of social values people were encouraged with charm, rather than individual working. Bass, Avolio [20] Proposed that in order to address relatively more tough tasks, the performance capacity of transformational leaders and their followers can be enhanced by greater preparedness or by setting higher expectations. Leaders which encourage and contribute positively to performance and advance level of struggle clarified that performance should be positive for both recognize achievements and expectations. Hence it shows relation with contingent reward leadership and transactional leadership.

On the other hand, it is true to what broadened specifically in native or national public academies. Consequently, the objective of this study was to analyze the influence and relationship between transactional leadership and transformational leadership behavior after reviewing the previous results.

Showed results and academic staff supposed that their superior leaders rather than transformational leadership displayed transactional leadership style. Relationship between leadership results and transformational leadership was modest and positive. In leadership education both transformational and transactional leadership greatly impacts on researchers in bringing more attention among them.

D. Transformational Leadership Behavior and its Effectiveness

For leadership, essential element that impart usefulness is the style of leader and it has great significance towards leadership [3]. To direct employees at workplace for achieving organizational aims, leadership style play a vital role and it is a steady pattern for leadership [21].

Theories of transformational leadership highlight the importance of leadership for collaboration of leader towards job objectives by either personal or combined involvement [4, 20]. Identification of leader's abilities for positive and behavioral approach towards job is of great importance for organization's effective working [22].

That's why; behavior in transformational leadership is greatly associated with effective leader and it has significant value. As it is presented in literature, prediction of follower's achievement and satisfaction by explanatory competence of transactional leadership enhance with this behavioral effect of transformational leadership [20].

Basically transactions are the bases of transformations. What are the followers meeting expectations are the results of transactional leadership and they rewarded as end is accomplished by bargain. While in case of transformational leadership, motivation of employees to progress is beyond expectations.

Hence, without transactional leadership the sound effects of transformational leadership cannot be possible (Judge and Piccolo, 2004). For the organizational achievements and their usefulness these leadership styles help a lot. These both leadership styles assist in prediction of satisfaction of subordinates [23].

E. Difference between Transactional v/s Transformational Leadership in Context of Educational Institutes

Department and academic leaders play major and important role in success of higher education's institute [3]. For the number of organizational aims senior educational supervisors (like campus directors, Dean, administrators or coordinators) should organize strict roles to motivate employees through different operational and transformational and organizational variations. For improvement of learning activities educational leaders should take steps and should also provide an important environment for providing event either educational or associated with knowledge. Leadership significance was acknowledged by [24] for improving the education as professional development.

In attitude, values and principle terms a pattern shift is necessarily present between the members of that faculty. More effective ways are pursued by leadership educators for enhancing the skills of learning in students [25]. Leadership education discussed by editor [25] in Journal of Leadership Education that it is not considered a singular focus but two disciplines are discussed in this respect art and science of

leadership and as well as science of education and art. Preparation of leaders for handling the variation in different organizations should be known and their leadership behavior in displaying transformational leadership is essential to known.

In University Teknologi MARA in 2013UiTM educational staff observed the behavior of leadership during the investigation. According to investigators behavior shown by superior was moderate in case of transformational as well as transactional. But according to observation in data the case was such a different way that transactional leadership behavior showed greater score as compared to transformational type which shows that staff in academy should adopt transactional leadership style instead of transformational style. So leaders are considered the inspiring followers by the active management interactions. Academic leaders require those skills and abilities which led toward research and academic quality. Trainings as well as jobs should be provided by the UiTM and other groups for bringing change in superiors and educational leaders. There should be proper planning in training courses and responsibilities allotted to attendants by seeing their abilities [26].

For taking the information about leadership behavior superiors also displayed another study which was performed by academic team which compared the academic rules and leadership styles? Behavior of school principal was considered a major reason in problems occurred in school due to which aims of schools are not fulfilled [27]. Issues related to schools are explained by observing the relationship between teachers, principal and organizational commitment and these were important things understand the solution of problems. Transformational leadership style should be better adopted by the school principals as compared to transactional style as observed in results. In commitment teacher's score was observed more. Significant interactions are observed between organization and teacher's commitment as well as transactional and transformational principal. In results effective commitment is observed significantly by individualized consideration and inspirational motivation. Leadership style in contingent reward dimension was the only predictor in teacher's continuance. In Turkish primary schools the significant constructer was considered the principal and his leadership behavior which also clarifies the teacher's organization and also understands it. Transformational leadership styles are more favored by school principal as compared to transactional leadership style while level of commitment in teacher's continuance are greater than normative and affective commitment [28].

Hulpia and Devos [29] observed connection between teacher's organizational commitment and distributed leadership. They arranged a type of semi-structured interviews. When there school leaders were mostly available, more commitment and more involvement for decision making was observed. Educational results and dispersed leadership offered results of positive relation. But in this topic there is limitation for systematic research; more data is required for educational results in order to evaluate that what are the effects of more distributed leadership. Based on a case study, evidence was delivered in support of optimistic effects due to distributed leadership [30]. Research on individual and organizational learning resulted into positive effects of distributed practices in leadership [31].

In Pakistan another study was conducted by [Bodla and Nawaz [32]] in order to determine leadership style of regular associate faculty of both private as well as public sectors in universities and other advanced educational organizations. For collection of data, total 265 faculty members were administered to fill the Multifactor Leadership Questionnaire (MLQ). It was resulted that teaching faculty of public sector averages more on transactional and transformational scales when results were related with the private sector's faculty. While in private sector, faculty members with high degree were skilled with transactional leadership style. Theory of transactional- transformational leadership signifies as model leadership which helps to understand leadership in functions and various other organizational stages and it was the major subject of research on transactional and transformational leadership. There are five much more guiding and significant components of transformational leadership for the development and coaching of followers. There was statistical significant variation in private and public sector regarding transactional leadership as found in respective research.

CONCLUSION

For managing an organization to victory both types of leadership styles are required. Transactional leaders provide diverse benefits are provided by transactional leaders as they have abilities to address minor operational details rapidly. They handle all the details together to build a solid reputation in the marketplace by keeping employees useful on the front line. On the other hand, transformational leadership styles are critical to the strategic development of a minor learning institute. Transformational leaders working in small institute go for ambitious goals, where they may get rapid success through the visualization and team-building services of the leader. Suitability of different management styles depends on various circumstances. Therefore, strong leaderships are critically required that could set its job, standards, direction and maintain a strong emphasis on the objective especially to make the change struggles fruitful.

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