SIGNIFICANT EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON ACADEMICIANS IN B –SCHOOLS

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ABSTRACT

Leadership is no more a task but responsibility. In current digital era modern forms of Leadership are evoking but Transformational Leadership style is still most prominent among all. Current Market demands Futuristic Manager and a successful place to nurture and evolve budding Managers is a B-School. The Study asserts to explore the significant effect of Transformational Leadership Style on Academicians in different types of B-Schools. The Results prove: The Leadership Style and its execution vary for different B - School category but the Transformational Leadership style has the most positive effect on Academicians among different categories of B-School. As Education Industry is a Service Based Industry where people rely on quality and judge Institutes on their credibility to deliver what they promise. A Transformational Leader ensures healthy employer-employee (Director/Head-Academician) relationships so as to maintain satisfactory employee-customer (Teacher-student) relationship to create satisfaction at all levels justifying the significant effect of Transformational Leadership style on academicians with respect to different types of B- Schools.
Keywords: Transformational Leadership Style, Academicians, B -Schools

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

A leader is action oriented and seeks initiative in group, Lewis (1974). Modern Leaders these days focus on building faith-based value system in policies and practices in organisation", (Blanchard & Hodges, 2003). "A Leaders Charm ensures followers to admire them and aspire to be like them .They build confidence of their followers and increase their credibility",

(Northhouse, 2004). "A Leader must maintain cordial relationships with subordinates. Such relationships prove advantageous for Leader, followers and organisation in long run" (Gerstner & Day, 1997; Graen & Uhl-Bien, 1995). Nahavandi (2002) defined "Leadership as a cluster of executive virtues those are nurtured in organisation to persuade staffs performance and achievement of organisations objectives". In words of Nel et al. (2004), "Leadership is a process where a Leader influences followers to keenly direct their efforts in achieving fixed goals with full enthusiasm".

Similarly, Cole (2002) states "Leadership to be vibrant practice whereby an individual persuade his team to give their best to achieve objectives that are growth oriented for organisation. It also helps individual to realize their potential and voluntarily make a contribution in achieving desired results".

Transformational Leadership Style

Bass (1985) supported Alderfer's Model to Transformational Leadership by stating, "Leader need not follow the Hierarchy of Needs" .They may change the order of Needs as and when the situation demands. Thus Such Leaders can bring about a change in group as well as organisation at large scale. "A Leader with Transformational skills brings about high order changes like extensive shift in outlook, philosophy, ideals and needs. They motivate subordinates with great effort and communicate them vision and make subordinates connect to it" (Hater and Bass, 1988; Druskat, 1994).Howell and Avolio (1993) defined "Transformational Leader as those who focus on Long term goals, have far sighted vision, inspire followers to believe in the vision to bring about a change in the system and mentor the subordinates to be responsible for individual and group development simultaneously". "Such leader have a challenging persona, enthused dream, persuading approach ,action oriented who form the way for his followers and encourage them to walk through" ,(Posner and Kouzes,1993) .

"An ideal Leader is loyal to his employees and promotes being ethical at work place to build sound relationships with subordinates" (Rothfelder et al., 2013). Bodla and Nawaz (2010) stated "the management style of a transformational leader .They not just inspire but encourage and empower subordinates to achieve organisation success".Lind and Stevens (2004) believed "Transformational Leadership Style to be more suitable as it allow leaders to unite people for achieving set goals". Such "Leaders are powerful in building good relations with followers by encouraging them and preaching moral values", (Yukl, 2006) .Initially, Idealized influence emerged from the concept of charismatic quality of a Leader (Bass & Riggio, 2006).Transformational Leaders not just direct but develops the workforce

and enhance their performance as well (Eeden, Cilliers and Deventer, 2008). Kirton (1976), stated "different Leadership Styles to be adaptive wherein a leader follows group norms and social conformity to be resourceful at work". "Literature supports the view that Leadership Style may differ across regions but the conception of Leaders affecting thoughts and senses of others is all-pervading" (Mowday and Sutton, 1993).

B -Schools

"Business schools are enjoying a place of value within academia and the university depicting the need of qualified skilled management professionals in modern society" (Dunne et al., 2008).

A business school evokes a magical atmosphere of magic which claims radical transformations in student's life. The business school seems glamorous in a developing economy like India where the media catches attention by showcasing salaries that business school graduates are offered after graduation. "A business school transforms student's capacity to contribute to big world and earn higher salaries without letting them face rejection which is more of an assumption than truth", (Fleming & Oswick, 2014). B-schools are evaluated on certain parameters from student's perspectives. Some of such parameters are High record of Placement, Varieties of Programmes offered, fee structure, Image built since inception, location, Infrastructural facilities and competition in selection process and criteria for same. There exist a great variety and diversity in kinds of B-Schools, some focus on Research; some others on Teaching, while some other on rankings & a few on uniting researches and business insight into education and training and a few hold institutional focus too.
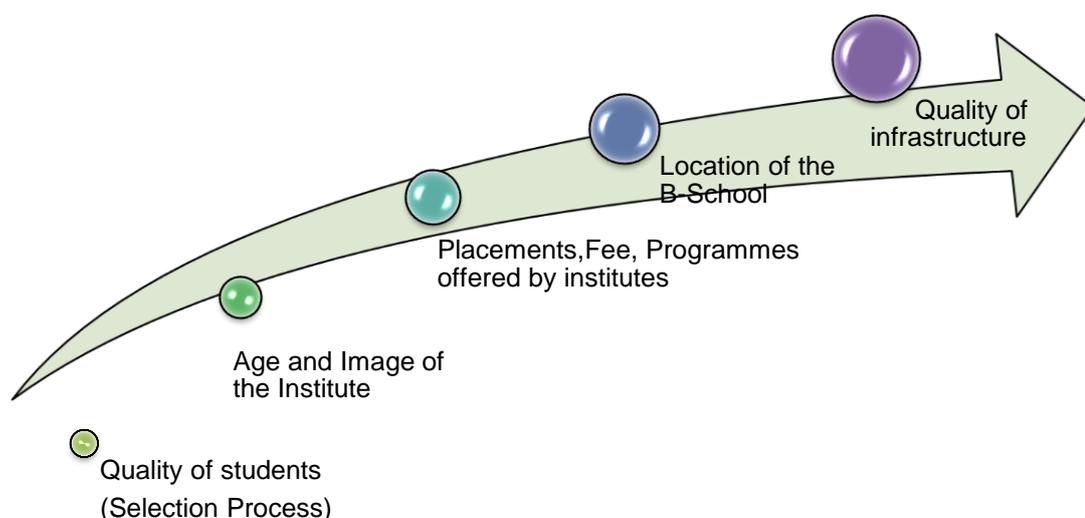

Figure 1 B- School Parameters

METHODOLOGY AND ANALYSIS

Quantitative research involves the collection of data so that information can be quantified and subjected to statistical treatment in order to support or refute alternative knowledge claims. Tne study followed quantitative research method to analyse the Transformational Leadership Style influence on academicians with respect to different types of B- Schools.

"Significant Effect of Transformational Leadership Style on Academicians in B-Schools" portrays the importance of a Transformational Leader in B-School and its effect on academicians'. MLQ Form 5X (Avolio & Bass, 2002), Form R is used to collect data from 401 rater (academicians) who rated the qualities of Leaders in their organisation. To collect the data, B-Schools of M.P. were identified, as Madhya Pradesh is an emerging educational hub with a student population from across the country .Also known for well-built educational infrastructure consisting of 220 Management Institutes of National Repute.

After identifying B –Schools ,they were further categorised in five groups namely; Autonomous Institutions, Private Universities, Private Institutes (University Affiliated),Government Colleges and University Teaching Department (UTD), depending on their affiliation and status of running Management programs. Academicians' response was recorded and tabulated in a master sheet and ANOVA (Analysis of Variance) statistical tool is applied to draw logical conclusion. Statistical Package of Social Sciences (SPSS) software has been used to analyse data and obtain test results.

Hypothetical Framework

H_{o1} There is no significant effect of Transformational Leadership Style on academicians with respect to different types of B- Schools.

H_{11} There is a significant effect of Transformational Leadership Style on academicians with respect to different types of B- Schools.

RESULTS AND DISCUSSION

Effect of Transformational Leadership Style on Academicians with respect to different Types of B- Schools

H_{o1}: There is no significant effect of Transformational Leadership Style on academicians with respect to different types of B- Schools.

H[11]: There is significant effect of Transformational Leadership Style on academicians with respect to different types of B- Schools.

Table 1: Analysis of Variance of Transformational Leadership Style on academicians with respect to different types of B- Schools

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Transformational Leadership Style	Between Groups	1688.639	4	422.16		
	Within Groups	47537.93	396	120.045	3.517	0.008
	Total	49226.57	400			

ANOVA test statistic is used to analyse the effect of Transformational Leadership Style on academicians with respect to different types of B- Schools. F value is 3.517 and Mean square value in between the groups is 422.16 at degree of freedom 4.p value is 0.008 which is less than 0.05 level of significance ,that denotes significant effect of Transformational Leadership Style on academicians with respect to different types of B- Schools. Thus, Alternate hypothesis gets accepted that is "H[11]: *There is significant effect of Transformational Leadership style on academicians with respect to different types of B- Schools"*.

Bass, Avolio, Jung and Berson (2003) stated "the only difference between Transformational and Transactional leader is the former build structure and develop a more cohesive approach whereas the latter feels a need to set structure. Although both kind of leaders contribute in increasing the performance per unit but transformational leaders are more future ready to face workplace challenges in this globalized scenario".

As Education Industry is a Service Based Industry where people rely on quality and judge Institutes on their credibility to deliver what they promise. A Transformational Leader ensures healthy employer-employee (Director/Head-Academician) relationships so as to maintain satisfactory employee-customer (Teacher-student) relationship to create satisfaction at all levels.

Zacharatos et al., (2000) inspected "The consequence and growth of Transformational Leadership in adults and youth. Adults were sufficiently able to induce performance from their peers behaving transformational and youth (specifically adolescent group) seem to grow as effective leader".

Although the Leadership Style of Leader shall be situational but the most prominent style that affects employees' is Transformational Leadership Style (p = 0.008). A Leader shall make full utilization of such style to promote equality amid different sub groups active in B-Schools. Research studies done on "Transformational Leadership Style affirm that this leadership style has positive correlation with team performance in organisation and also boost follower's positive relation with leader", (Wang et al 2011).

CONCLUSION

Thus, the Leadership Style and its execution vary for different B -School category but the Transformational Leadership style has the most positive effect on Academicians. Transformational leaders prefer to be creative in tasks they do, rationally inspire their staff, promote, and encourage them to challenge the status quo and any rules and procedures that may sound unfit. They are more prone to risk taking situations and influence their staff to be more challenging and opportunity oriented. As is rightly said, "A Leader with Transformational skills brings about high order changes like extensive shift in outlook, philosophy, ideals and needs. They motivate subordinates with great effort and communicate them vision and make subordinates connect to it" (Hater and Bass, 1988; Druskat, 1994). Harter et.al (2009) stated that "Decisions and action taken by employee is due to their intrinsic motivation and is also affected by their positive or negative external environment". Thus, Transformational Leadership Style is more prominent in situations of chaos, crisis or uncertain environment (internal & external).Transformational Leaders help people satisfy their higher order needs as well. They focus on doing right things and emulate a model for followers and gain their confidence. Their Charm makes people more enthusiastic, focused and more productive at work place.

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