

Transformational Leadership Style a business Excellence tool for Differentiation and Value Creation

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Abstract:- This research paper attempts to examine whether Transformational Leadership Style can be considered a tool for business excellence. It also tries to answer the challenging question whether this could create Differentiation and Value creation in the people processes and practices. People rather than process will only differentiate the sustainability of the organisations and would mark them as good organisations or great organisations at the business battle.

The objectives of the research paper are as follows;

1. To study if the great Maratha leader Chhatrapati Shivaji Raje Bhosale was a transformational leader
2. To study if this style can be suggested as a business excellence tool for Differentiation and Value Creation.
3. To find out what learning could be inculcated from the practices introduced by the great Maratha warrior Chh. Shivaji Raje Bhosale for the leaders of today.

Keywords:- Transformational Leadership, Chhatrapati Shivaji Raje Bhosale, Swarajya Organisation, people and change

I. INTRODUCTION -BACKGROUND

The original theory and model emerged from highly individualized state of US. This model is more applicable in the collectivist state of Asia. Literature review conducted by Bernard Bass highlights the facts very strongly that the collectivist culture gives available opportunities for such leaders who have subordinates or followers. This leadership will be more enhanced through centrality of work in life and high level of group orientation. The ground work of Transformational theory was taken from Weber's theory. According to David Boje 2000 MacGregor Burns studied the theory introduced by Weber and reasoned that transactional leaders were like the bureaucrats, and charismatic heroic leaders were the transformational leaders. Burns settled on the thought of Transformational Leadership with (Charisma). Burns reasoned that moral values were important to leadership. For Burns, the transforming leaders focused on ends, while the transactional leaders negotiated and bargained over the means. Burns studied the historical, social, economic, and political context of the stories of great leaders to develop subcategories of both transactional and transformational leaders.

What is transformational leadership? How Transformational Leadership is coined?

The evolution of the concept of Transformational Leadership and the term was coined by Downtun JV in his book *Rebel leadership: Commitment and Charisma in the revolutionary process* James McGregor in his book *Leadership* (1978) during his study of political leadership and the same term is handed over in organizational psychology as well. Burns was a combatant in World War II and realized that when people talked of leadership they emphasized the qualities of the officers but rarely paid attention to the soldiers. However, he saw that the most effective fighting units were those where, in the absence of the officers, leadership was found within the ranks. Historians exaggerate the roles of officers and ignore that within the led. "Leadership is followship, and followship is leadership", and leaders are created from the followers [2]. Transformational and transforming are different. Leadership should be about mobilization and developing leaders.

James Mcgregor Burns in 1970s defines Transformational leadership as processes or behaviour used to motivate and influence followers. Burns had advocated the fact that the followers are raised from their every day selves to become better selves. Bernard Bass extended the work done by Burns. The followers therefore are made aware of organizational needs which can be satisfied by unique sets of talent and skills. Transformational leadership is propounded on the belief that the followers and leaders raise each other to higher levels of motivation and morality.

There are various definitions on leadership given by eminent authors writing scholarly articles and books on leadership.

Style of leadership in which the leader identifies the needed change, creates a vision to guide the change through inspiration, and executes the change with the commitment of the members of the group.

Wikipedia defines Transformational leadership as a leadership approach that causes change in individuals and social systems.

In the simplest terms, transformational leadership is a process that changes and transforms individuals (Northouse, 2001).

In other words, transformational leadership is the ability to get people to want to change, to improve, and to be led. It involves assessing associates' motives, satisfying their needs, and valuing them (Northouse, 2001).

For this paper we would consider the definition coined by McGregor Burns and Bass.

James McGregor Burns in 1970s defines Transformational leadership processes or behaviour used to motivate and influence followers. Burns had advocated the fact that the followers are raised from their every day selves to become better selves. Bass in other words, was interested in the extent to which a leader influences followers. Followers go after a leader because of trust, honesty, and other qualities and the stronger these are, the greater loyalty they have for the leader. The leader transforms the followers because of him or her having these qualities. Transformational leaders express a clear, compelling vision of the future, intellectually inspire followers, identify individual differences and assist followers to develop their strengths (Bass 2008). Inspirational motivation is where leaders influence followers through charismatic communication of a set of goals and motivate the team to achieve them. Individualized consideration occurs when leaders help followers achieve their desired essential needs. Idealized influence is divided into 'idealised influence attributed', in which the leader's charisma is used to form strong positive emotional bonds with followers, and 'idealised influence behaviour', in which idealized behaviour of the leader becomes apparent in collective values and actions throughout the organization. Finally, intellectual stimulation pushes followers to think creatively, and pursue new and creative ideas. Transformational leadership is measured on 4 ingredients.

1. Individual consideration, where there is an emphasis on what a group member needs. The leader acts as a role model, mentor, facilitator, or teacher to bring a follower into the group and be motivated to do tasks.
2. Intellectual stimulation is provided by a leader in terms of challenge to the prevailing order, task, and individual. S/he seeks ideas from the group and encourages them to contribute learn, and be independent. The leader often becomes a teacher.
3. Inspiration by a leader means giving meaning to the follows of a task. This usually involves providing a vision or goal. The group is given a reason or purpose to do a task or even be in the organization. The leader will resort to charismatic approaches in exhorting the group to go forward.
4. Idealized influenced refers to the leader becoming a full-fledged role model, acting out and displaying ideal traits of honesty, trust, enthusiasm, pride, and so forth.

II. SHIVAJI RAJE AS TRANSFORMATIONAL LEADER

Idealised Influence - The seeds to become the king were sown by Jijabai mother of Raje as she never wanted him to work for others. She wanted him to establish his own Swaraj. Jijabai said to Shivaji that he was the descendant of Shri Ram who killed Ravan. The emotional push for this vision was given by Shivaji's mother while his father gave a depth and maturity to his thought process. Shivaji Raje took the solemn oath for establishing Swarajya with his loyal and trusted sardars. Invitation to join his vision was offered to the people. The ones who understood his vision became the part of his journey for independent Swarajya. This people were diplomatically taken into Swarajya by the nature of transforming relationships into the form of marital relationships and others. **(Setu, Pagadi Pg.No 17)**

Vision He had a vision of Swarajya to be crafted when he was just 15 years of age. He had wished therefore to capture the forts, keep it under his control, and build new forts for security when he was 15 years of age. He also visioned to have powerful command over water because of which the people in his country would be safe and he would be able to protect his motherland. The organisations which would evolve would have to face very dynamic changes in the environment around and will have to learn and unlearn and relearn new technologies of survival and battling themselves in the era of competition

The pious oath taking ceremony enkindled the hearts of everyone with a vision which had accountability and responsibility for the people. People joined him for his dream for the trust, perseverance and commitment shown

towards them. A king who exhibited valor, self confidence and character ethic were the necessary ingredients for the change in his century.

III. INDIVIDUAL CONSIDERATION

Shivaji Raje earned the emotional bonding with people on the construct of trust . Shivaji as a king believed in moral values and justice. This talks about value percolating down the cadre in the organisation through his trusted followers in following a system of justice, equality and protection of wealth of Swarajya along with troops and women of the kingdom. There is a famous story of Ranzha Patil who picked up the girl of the farmer and exploited and abused her. When Shivaji Raje came to know about these facts the hands and legs of the person was cut and justice given. Another incidence is of Sakuji Gaikwad who was the Senapati of the fort of Behvadi. He attacked the fort which was being monitored and controlled by Savitribai who was the killedar of the fort. Sakuji abused her after she lost the battle with him. When raje came to know about this his eyes were removed and he was imprisoned for life.

Intellectual Stimulation The second quarter of the century witnessed lot of conflicts in the ownership issues and control as people had left Deccan during the famine of 1930 and when they came back there was absolute chaos. In 17th century there was no democracy in the state.

Gurreilla Warfare or Ganimi Kava was introduced by Raje looking at the strength of his army in terms of his enemy. The people who needed to think in this democracy and then forming a group for the same and then propagating this group and forming this into ruling government never happened and hence there was no support of the people for the rulers of that time. The loyalty for the Sultans got affected this was an opportunity that Shivaji Raje received and hence could now consolidate on the power and gathering of people. (pg No 8 Brendrey). Shivaji Raje conducted the SWOT analysis even before he laid down the seeds of Swarajya.

Inspirational Motivation Shivaji had gathered many friends from his Jagir like Tanaji, Suryaji, Yesaji Kank, Baji Pasalkar & many more. Also now he had support of Deshmukhs of Maval territory. He explained them thought of Swarajya & all joined him in this mammoth task. The Ashtapradhan council to look after the state of the affairs of the kingdom was another new change brought by the king in order to have good administrative affairs of the kingdom. Intelligent spy network who gave the swift news was also a striking feature of the inspiration given by the King to the Mavalas who were illiterate farmers and did everything for the king.

IV. RESEARCH METHODOLOGY

The research methodology adopted to study these factors is empirical and the input is extracted from the historical literature available- in various historical books written by renowned historians and other writers. Authentic Maratha history has numerous examples cited with evidence for this great Maratha warrior. This research paper would attempt to capture only some of the prominent incidents which prove Chhatrapati Shivajir Raje as Transformational Leader. These historical- incidents are examined on their application for value creation and differentiation the Shivaji adopted for creating and establishing Hindavi Swaraj.

Learnings for Today's Leaders

What did Shivaji Raje do ?	Today's leaders
Transparent communication between the King and the people	No transparent communication between the people and the leader.
The people in the kingdom increased their confidence	The people in overall state and in organizations are always confused.
The punishment given to the people was threatening and without delay	Delay in justice Till today the people have to worry about the basic needs of clothing, housing and shelter after the 65 years of independence.
In the warfare he did not harm the harvest of the farmers and protected national wealth of kingdom.	Major Companies are not nurturing the social and natural environment
He practiced 3 visions as given by Prof. Shoji Shiba, piscine, birds' view and worm vision	Some leaders fail or concentrate only on a single vision

Corruptions and arrogant Sardars were removed from the positions who took help of Mughal sardars. Internal traitors were punished.	Corruption is a pandemic in today's century. Leaders do not practice what they talks
Equality was practiced for all the castes and creed and everybody got recognized in Swarajya. Respect and Security for women their participation in the various areas of Swarajya	Politics on the basis of caste during employment in organizations. No respect and security for women in organizations. Hence we had to talk about Glass Ceiling
To lead with emotional quotient- Conquer the heart, Merit and performance was a key to reward recognise and retain people. People were hired also for their character and loyalty	Today's leaders do not lead with emotional quotient, hire and fire is what is used as HR policy,

The research paper examined the four core ingredients required by a leader to become a Transformational leader which is true in the case of the Maratha Warrior through the historical literature review undertaken for this paper. The four ingredients are Intellectual Stimulation, Individual Consideration, Inspirational Motivation and Idealised Influence . This style of leadership would work for the organisations undergoing a massive change, secondly it would not work when maximum people in the organisation are too assertive thirdly apart from the core ingredients of Transformational Leadership given by Bernard Bass there is a strong element of trust which is evolving up in the course of investigation.

V. LIMITATIONS OF THE STUDIES

The literature vast, it is often different and difficult to get to. The published information in the field regarding what makes the leader effective has minimal scientific backing. There is lot of applied research that has been done in this area and the construct and the theory has yet to be built in totality. There are several reasons for this scarcity of source material as the period of Shivaji was a formative period of the Maratha history. The rulers never spared any time for maintaining any records. These rulers were to fight against the enemies from the north and the south. In this state of affairs the state, whatever was available there got destroyed. The general illiteracy and lack of printing presses contributed to the apathy of written documentary evidences. There are several official papers, diaries, accounts, Shakavalies and various tables which form an important source material of Maratha history. This will definitely work for organizations which are undergoing a huge change. If all the members of the organization would be matured, intelligent and having very strong assertive personalities then it would be difficult to execute this style of leadership. The maximum literature is written in Modi language and written in Marathi language. The basic research and theory has been short in supply along with testing of many models of linkages proposed by Bass (1985) to understand how transformational leadership works as admitted by the author. Another very important note that we would have to make is the mindset of the people along with a strong morals and value system because of which the leadership could be executed. A major issue with Burns Transformational Leadership Theory is how a transformational leader is to deal with other leaders not so enlightened.

VI. FINDINGS & CONCLUSION

This paper focused on how the great Maratha warrior exhibited Transformational Style of leadership in the 16th century and created Swarajya. The core mantra of the warrior was to create Swarajya for the people and it was people's Swaraj. This characteristic of Raje distinguished him from other Kings. He would be remembered again and again for the great heroic act of Leadership. Secondly Transformational Leadership Style can be definitely considered to differentiate organisations for their sustainability and survival. Similar challenge exists in the 21st century leaders of how they can stop the brain drain from the organizations and create processes and systems to release this for building the organizations as world class organizations. Podaskoff who has constructed that trust is an intervening construct

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