

Effect of Transactional and Transformational Leadership on Organisational Change

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ABSTRACT: Every organization experiences frequent organizational change, which is an inescapable requirement for its continued growth and survival in an increasingly volatile environment. Despite this, studies consistently show that between 50% and 70% of planned change efforts fail (Hughes, 2011). The fact that organizational structure and information systems are given priority over human resources during the change process is one factor in these change failures (Cooke et al., 2016). Individual perceptions of organizational change may be supportive or resistant. Employee support indicates readiness (Stouten et al., 2016).

KEYWORDS-transactional, transformational, leadership, organisational change

I.INTRODUCTION

The literature reveals that, when an organization's readiness is high, members are more likely to initiate change, put out more effort, be more persistent, and cooperate, resulting in a more effective execution of the proposed change (Shea et al., 2014). According to Kotter (2007), half of all major organizational changes fail due to a lack of readiness. One study looked at the ability to cope with change and handle job-related difficulties, social support, and active versus passive job constructs, to see how they influenced change readiness in healthcare organizations (Tummers et al., 2015). Given the significance of employee readiness for organizational change, additional readiness determinants should be investigated. The association between leadership styles and organizational readiness for change is one crucial element that warrants further investigation.[1,2,3]

Leadership is essential in change management. Kotter (1990), asserts that effective leadership results in movement. Kotter went on to say that a leader's leadership style influences the orientation of their team as well as the direction they should take. A leader is a change agent who takes the initiative and successfully manages changes in organizations with various leadership styles (Mansaray, 2016). As a result, leaders and change agents are eager to learn how to effectively motivate and prepare staff for changing situations (Martin, 2016). Leaders can have a range of leadership styles, each of which is defined by observable behaviors (Obasan Kehinde & Hassan Banjo, 2014).

Transformational leadership addresses the behaviors of leaders that cause followers' values, needs, goals, and aspirations to change (Basham & Mathur, 2010). Transformational leadership behaviors are linked to both intrinsic and extrinsic aspects of nurses' readiness for change in the healthcare industry, according to findings (Kotter, 2008). The transactional leadership style, on the other hand, focuses on exchanges between leader and follower. Nurses and doctors are motivated by rewards and punishments (Roter, 2011).

Change is the act or instance of making or becoming different (Czarniawska & Sevón, 2011). Change can occur across organizations or within organizations. Organization is defined as "a system of consciously coordinated activities of two or more persons" (Williamson, 1995). As organizations strive to complete their tasks, they need to implement change within their own institutions in order to reach their goals. Health care organizations need to change service delivery models to achieve their aim. Leaders of health care organizations can improve the likelihood of successfully implementing change efforts by assessing organizational readiness to change (Al-Hussami et al., 2016).

Organizational readiness is a set of beliefs, intentions, attitudes, and behaviors about the extent to which change is required and the organization's ability to successfully implement it (Susanto, 2008). It can also be defined as a state of mind that reflects a willingness or receptivity to changing one's way of thinking during the change process. Employees must be able to visualize the current situation of the organization and environment by comparing past and anticipated future perspectives before developing a positive attitude toward organizational change (Bernerth, 2004). Moreover, organizational readiness for change refers to how well an organization's employees are mentally and behaviorally

prepared for the change (Weiner, 2009). That is, how willing (change commitment) and capable (change efficacy) they are to make and maintain the change. To do this, a process of unfreezing must take place, in which mindsets must be changed and motivation for change must be created (Weiner, 2016).

In healthcare system, leadership is more than just important—it is critical to the organization's success. Healthcare organizations are complex, in part, because of a convergence of professions, including physicians, nurses, pharmacists, and administrators, each with seemingly competing interests, perspectives, and time horizons. Managers and supervisors play a key role because of the relationship they have with employees within the organization. As a result, those people in the management layers hold the burden of transforming the health sector service culture and move forward to meet the needs of service providers and end-users patients (Antwi & Kale, 2014).[4,5,6]

Transformational leadership is defined as followers and leaders as inspiring each other to attain a higher level of morality and motivate justice and equality. Meanwhile, transactional leadership refers to the exchange relationship between leaders and their followers (Paarlberg & Lavigna, 2010). Transformational leadership has four main components: idealized influence; inspirational motivation; intellectual stimulation; and individualized consideration. But transactional leadership identified has two sub-factors labeled as contingent reward and management by exception (Bass, 1998).

According to previous research, transformational leadership leads to improved nurse performance overall, safer nursing, and higher rates of nurse satisfaction and retention (Jaffe, 2013). Fiedler and House, cited by Poddar and Madupalli (2012), proposed that transformational theories seek to address the actions of leaders that cause followers to change their values, needs, goals, and aspirations. The above arguments and findings show that transformational leadership behaviors are related to both intrinsic and extrinsic facets of employee's readiness for change in healthcare sectors of other countries.

Research shows that reward and punishment serve as motivators in the lives of nurses and doctors. In this regard, Poddar and Madupalli (2012) argue that transactional leaders involve structuring performance environments to assist subordinates in achieving organizational objectives and receiving rewards. To be effective, a transactional leader must be able to realize and respond to subordinates changing needs and wants (Basham & Mathur, 2010).

As noted earlier, by stimulating new ways of examining problems and modeling unconventional behaviors, transformational leaders can encourage a norm of creativity in a climate where there is support for untested methods and where creative outputs are valued. Innovation researchers propose that leaders can influence followers' creativity both directly and indirectly. Empirical research confirms this proposition (Hu et al., 2013).

Precautionary measures and adjustments of health service delivery in each country are essential, particularly during an era of a worldwide pandemic like COVID-19 (WHO, 2016). Furthermore, in order to accomplish the sustainable development goals (SDGs), countries must focus on developing genuine health care leaders, not simply managers, who can advance the SDG agenda and cope with a changing environment (Oleribe & Taylor-Robinson, 2016). This study offers evidence on the effect of transformational and transactional leadership styles on organizational change readiness. The study adds to the body of knowledge on change management, particularly in Ethiopia, and may aid managers, change agents, and practitioners in human resources management and development, as well as organizational behavior, in assessing, designing, and evaluating new or existing organizational change programs.

II.DISCUSSION

Transformational vs. transactional leadership

The way leaders interact with their employees and build relationships with their teams substantially impacts employees' motivation, performance, and engagement. It can affect whether employees are ready to transform or change their behavior. And through changing behavior or transforming employees, indeed organizations can transform, too—and organizational change can be implemented successfully.

Transactional leadership[7,8,9]

One of the most extensive leadership theories of organizational transformation is the Transformational and Transactional leadership theory. Transactional leaders provide rewards in exchange for their employees' performances (and punishments if results are lacking).

Bernard Bass, who refined the transactional leadership theory and introduced it into the organizational context, defines transactional leaders as 'leaders developing exchanges or agreements with followers, and pointing out what the followers will receive if they do something right as well as wrong'. Employees are rewarded when meeting certain clearly defined goals. This leadership style is associated with static organizational behavior.

Transformational leadership

Transformational leadership goes beyond transactional leadership. Transformational leaders encourage, inspire, and motivate employees to innovate and create change. This change will help grow and shape the company's future success. They inspire employees to identify with the leader's vision and to work for the greater good. They sacrifice their self-interest for that of the group or the organization. The foundations for this leadership style are positive interpersonal relationships and employee ownership and independence.

The 'transformational' aspect of this leadership style refers to the aim to equip employees with the confidence and ability to transform and adjust and become more innovative in their approach to work. Research has shown that transformational leadership is based on these four different elements incorporated into this leadership concept:

- Idealized influence (charisma): this is leadership behavior that results in employee admiration, respect, and trust. To employees, the leader is a role model who leads by example by demonstrating ethical behaviors. Idealized influence involves risk-sharing on the part of leaders, considering follower needs over personal needs: leaders practicing idealized influence put their employees' needs above their own.
- Intellectual stimulation: this involves stimulating employees to question current organizational assumptions, explore different ways of working, develop new and different solutions to common problems, and conduct work in new ways. Leaders stimulate innovation and creativity among their team members. Leaders allow mistakes, empower employees to make decisions, and provide them with the needed support to implement these decisions.
- Individualized consideration: this involves demonstrating genuine concern for the needs and feelings of employees and coaching them through situations and issues. Leaders show empathy, support, and respect for each individual employee and recognize each individual's contribution to common success.
- Inspirational motivation: the focus here is on clearly stating the organization's vision and goals and connecting them to the employees' values and goals. Facilitating a feeling of optimism and a commitment to organizational goals and vision is part of these behaviors.
- By incorporating these leadership behaviors into their leadership style, transformational leaders create positive change among their team members. They care about employees' personal interests and always act in the group's interests.
- Organizational change: positive associations required[10,11,12]
- Organizational change has been associated with an array of potentially negative results for both individuals and organizations. At an organizational level, change has been related to reduced productivity, increased health care expenses, absenteeism, and the intention to quit. Additionally, at the individual level, change has been associated with job satisfaction, stress, psychological well-being, and time pressure.
- Given these negative associations with organizational change and the increase in range and frequency of organizational change, positive reactions to change are vital for organizations: they can be the difference between failure and success. Processes or methods that could potentially contribute to positive associations are crucial.
- Transformational leadership and organizational change

- Transformational leadership is one of the methods that could contribute to those positive associations. Leadership behavior influences the well-being of employees—an influence that lasts during organizational change when managers play important roles both as role models and drivers of change.
- By incorporating ‘charismatic and visionary leadership,’ transformational leaders can look to influence fundamental change within organizations. They do this by paying attention to the concerns and developmental needs of individual employees. They help their employees look at old problems in a new way and, in doing so, change employees’ awareness of issues.

III.RESULTS

During organizational change, the four different dimensions incorporated into transformational leadership result in leadership behaviors that provide a psychological focal point for employees. Transformational leaders offer a role model who demonstrates desired actions, focuses on aligning employees’ goals and organizational goals, stimulates employees to explore different ways of working, and coaches them through challenges along the way.

Additionally, employees will positively appraise the change if leaders display the following behaviors:

- Involve employees,
- Communicate clearly,
- Share their knowledge regarding the upcoming change,
- Actively work towards the change,
- Provide information regarding the change,
- Talk about the consequences for every individual,
- Stay positive about the change.

Transformational leadership and communication[13,14,15]

Many of these behaviors require reliable and accessible communication channels. Face-to-face communication is crucial in helping individual employees through all the challenges an organizational change brings with it. Implementing a change by intellectual stimulation calls for one-on-one or team sessions and coaching.

However, studies agree departmental, or organization-wide communication is imperative in transformational leadership during organizational change. Organization-wide channels that can also target specific locations, departments, teams, or individuals, such as digital signage, corporate screensavers, or an employee app, are essential for:

- Displaying appropriate behaviors,
- Celebrating success and sharing success stories,
- Providing and sharing a clear vision and organizational goal,
- Providing a vision of a possible future that is attractive and engaging,
- Sharing important information regarding the change, which can also be done by creating a dedicated SharePoint page and connecting SharePoint to digital signage screens or screensavers – this way, important information is brought to employees, so they don’t have to search for it,
- Promoting (the new) organizational culture,
- Keeping the change efforts top of mind,
- Providing platforms for discussion, such as a Microsoft Teams channel or a corporate app where employees can share their thoughts, questions, and uncertainties with their peers,
- Sharing KPIs by, for example, connecting digital signage screens to Power BI,
- Share internal influencer stories,
- Drive mobile-first employee communications.

Change management depends on leadership to be enacted, and clear communication is a vital part of successful change management. [16,17,18]

IV.CONCLUSION

As companies fight for more market share and profit increment, change becomes an inevitable affair. According to Changar & Atan (2016), the recent economic downturn occasioned by COVID-19 has posed a great challenge to the competitiveness and sustainability of most companies. Consequently, companies no longer have the comfort of resting on their laurels to enjoy past achievements. Instead, they must be constantly challenging the status quo and be on the lookout for new and better opportunities. To achieve this, organizations initiate change through both transformational and transactional leadership.

Researchers have identified 8 steps taken by organization leadership take to effectively implement transformational change. The first few steps involve assembling a change leadership team, vision creation and developing an effective communication system devoted to the desired change (Maheswari, 2016). However, according to Vanesa (2016), these early stages of change management encounter significant levels of change resistance which must be overcome and achieve their visions.[19]

This manuscript seeks to study a body of literature on how transformational and transactional leadership styles can be used to effectively manage change and achieve the desired organizational outcomes. The paper is divided into several sections. The first section introduces and defines both transformational and transactional leadership styles and the impact of each style within the organizational context. In his section, the paper will demonstrate how leadership is crucial in managing organizational change. In the second section, the paper will evaluate the concept of change resistance and what causes change resistance in organizations. The third section will give an overview of the concept of commitment, which is the direct opposite of change resistance and acts like the desired element of organizational change. Here, the paper will also discuss how both commitment and resistance occur within a given organizational context. Section five of this study will highlight the various outcomes that emerge from the above-mentioned change factors while the six-section will conclude the paper by discussing all the concepts.

Organizational environment this section sets the background for the discussion of organizational change and how both transformational and transactional leadership styles relate to it. It explores various concepts and the relationship between them. Key to discussions here is an organizational structure, communication between various hierarchical levels of the organization and the impact of organisational culture on commitment or resistance to change.

Due to the strategic importance of organizational change, most organizations introduce transformational change from the top levels of the organization (top management team, TMT), meaning that the departmental managers all report to the CEO (Antonopoulou et al 2016). In this, employees in the hierarchical positions closer to the TMT and who understand the strategic importance of change are more likely to embrace change while, contrastingly, employees in low-ranking positions and are less aware of the strategic importance of change are more likely to be pessimistic and cynical about it (Rajabi et al 2016). according to Achmad (2016), this strategic understanding gap is further worsened by the tendency of TMT to communicate more frequently among each other than they do with members of the lower ranks of the organization.

Gassemi et al (2016) defined hierarchical distance as the number of organizational levels between the TMT and employees. It is a crucial factor in the prediction of employee's normative commitment to change. Against this backdrop, studies by Martínez-Moreno et al (2016) concluded that the TMT is often unaware of the eventual roadblocks to change implementation while the low-ranking employees (who are responsible for the daily running of the organization) are often aware of these potential roadblocks. Whereas the idea of change generally originates from the TMT, it must be implemented among all employees across the hierarchical levels (Maheswari, 2016). this implies that widespread pessimism and cynicism towards change may be the main factor hindering any attempts to successfully implement change. Based on the explained importance of the hierarchical gap as an influencer to organizational change, communication emerges as the most significant factor holding an organization together.

Organizational culture, defined as the behavioural patterns, beliefs and values forming the identity of an organization Stothard & Drobnjak (2016), has been linked with the concept of commitment and that some types of culture tend to facilitate commitment towards change (Mishra, 2016). more importantly, research by Alheet et al (2016) showed that both commitment and organisational culture have an impact on organizational financial performance. Ideally, to successfully implement organizational change, TMT must promote and impersonate the values that are in congruence to the desired change. This may include influencing the culture to obtain the desired level of commitment.

Successful implementation of change requires a combination of variables that interact at various organizational levels i.e. organizational culture, employee predisposition to resist or commit to change, and the hierarchical distance between the top management and lower ranks of the organization. However, some studies (Martínez-Moreno et al 2016, Khadka 2016, Donkor et al 2016) argue that may never, or rarely manage to successfully implement change due to the adoption of wrong leadership styles. This observation highlights the need for a competent application of leadership style to achieve the desired change outcomes.

As such, Anastasiou & Garametsi (2016) wrote that various leadership abilities and skills are associated with successful change implementation including the ability to effectively communicate, build and reward teams, motivate, coach and involve the teams in decision-making. Studies by Melvin et al (2016) also acknowledge the skills of motivating others and effective communication abilities as some of the most important leadership skills that are useful in change implementation. Considering that most of these skills are related to transformational leadership skills, it is possible to conclude that the transformational leadership style has a positive correlation with successful change implementation (Frias et al, 2016).

Nevertheless, it is important to consider the various situations in which various leadership styles apply to organizational change implementation. An overview of existing literature materials on this topic area reveals that transformational leadership is viewed as the natural way to implement organizational change, while transactional leadership is viewed as a means for maintaining the status quo (Lauer et al 2016). However, Achmad (2016) argued that both transactional and transformational leadership styles complement each other in leading organizational change. He highlighted the roles of each leadership style with an emphasis that delineated goals, visions, and responsibilities are essential in the change implementation process.

Transformational leadership, according to Changar & Atan (2016), is important in shaping employees' valuation and perception of TMT's change communication. Similar remarks were made by Stothard & Drobnjak (2016) who noted that transformational leaders are more likely to display a good balance of behaviours that are relevant to transformational leadership and are best applicable in the early stages of the change implementation process. On the other hand, according to Vanesa (2016), transactional leadership is more essential throughout the change implementation process. However, Changar & Atan (2016) wrote that apart from influencing the outcome of change implementation, employee commitment to change and resistance to change can also interact with leadership styles to impact organizational effectiveness.

Achmad (2016) defined organizational effectiveness as the extent to which an organization can use its resources to achieve its objective without unduly straining both its members and its resources. On the other hand, Achmad (2016) defined leadership effectiveness as the application of proper leadership behaviours in a way that contributes to organizational effectiveness at both group level and organizational level (Maheswari, 2016). however, performance can be measured either objectively or subjectively.

In objective performance measurement, according to Changar & Atan (2016), managers mostly consider financial metrics such as margins, sales growth, ROIs, market share and costs per unit, among others. Even though quantifying the financial benefits of transformational leadership behaviours is a challenging task, evidence by Stothard & Drobnjak (2016) suggest that by enhancing employee commitment, transformational leadership can facilitate positive changes in some financial aspects of the organization. Indeed, transformational leadership was perceived as a predictor of business unit performance (Maheswari, 2016). Similarly, Achmad (2016) acknowledged that goal setting and training interventions can facilitate the enhancement of transformational behaviours – a phenomenon that is an attribute of transactional leadership because it involves a clear set of performance expectations. Nonetheless, focusing only on the objective measurement of organizational effectiveness may not effectively reveal the role of transformational and transactional leadership style in facilitating effective organizational change. Below is an overview of subjective performance.

The role of leadership styles in creating effective organizational change can also be evaluated through some subjective measurements of organisational performance. In this regard, Rajabi et al (2016) wrote that some of the subjective measurements of organizational performance include survival, group performance, growth, goal attainment and organization's prepared to deal with emergencies, staffs' satisfaction with the organization's leadership, commitment to organizational goals and employee psychological well-being. Against this backdrop, Rajabi et al 2016 argued that the main aim of transformational leadership is to improve organizational effectiveness through social performance. To this end, studies by Changar & Atan (2016) facilitates employees' ability to identify with the work units, means of

efficiency and self-efficacy, all of which have been attributable to positive job performance. Many studies (e.g. Achmad, 2016) show that whereas laissez-faire leaders can achieve exactly the opposite of positive job performance, transformational leadership has a positive correlation with job commitment, performance and satisfaction (Maheswari, 2016).

Moreover, a review of the literature reveals a general trend in the body of literature also reveals that most researchers perceive transformational leadership to be more important than change-oriented leadership in developing a follower behaviour conducive to effective organizational change (Antonopoulou et al 2016). Similarly, literature also reveals that transformational leadership plays an important role in managing employee resistance to organizational change. This implies that change-oriented leadership alone is not enough to successfully address change resistance in the context of implementing new organizational innovations.

In another study by Herold et al (2008), it was observed that change commitment is more related to transformational leadership than change-oriented leadership especially when the intended change has a significant personal impact on employees. However, effective change management practices were associated with higher levels of change commitment in the absence of transformational leadership, indicating that the impact of change-oriented leadership is a function of existing transformational leadership and the extent to which the change personally impacts people.

On one hand, much of the impact of leadership style on effective organizational change concerns the perception of change held within the organization, the implications of the leadership styles and how change is managed from the top positions as well as among employees (Maheswari, 2016). on the other hand, according to Changar & Atan (2016), transformational leadership plays an important role in influencing employees' perception of the top management's communication regarding change implementation.

As leaders implement transformational change management, employees must adapt to various factors within the work environment – requiring the organizations to change by solving problems by learning from the problem-solution process (Maheswari, 2016). Therefore, organizational learning becomes an important aspect of the transformational change process because as Stothard & Drobnyak (2016) remarked, the best way to cope with change is to engage in a continuous process of learning. Moreover, committed employees always try to contribute to the change and this can be facilitated through an institutionalized organizational learning process. As a result, according to Rajabi et al (2016), good transformational leaders include organizational learning as part of their execution strategies. Conversely, leaders who ignore organizational learning become more reactive and less likely to reflect organizational capabilities and market realities.

While implementing effective organizational change requires the management to acknowledge the importance of learning and respond to this knowledge accordingly, various attributes of transformational leadership such as inspirational motivation, individualised consideration, intellectual consideration, and idealized influence are positively related to organizations that are learning-oriented (Antonopoulou et al 2016). according to Vanesa (2016), transformational leadership infuse a sense of enthusiasm and has a compelling vision that constantly reflects on their followers. As the followers strive to emulate their leaders, they develop a more productive attitude that ends up developing learning-friendly behaviours (Maheswari, 2016).

More importantly, according to Changar & Atan (2016), transformational leaders stimulate the intellectual capacity of their followers and provides them with personalised support to help them address the challenges they meet on their course of duty. Consequently, organizations with transformational leaders develop dynamic capabilities for reshaping, recreating and assimilating the necessary knowledge in the ever-changing business competitive environment Vanesa (2016).

Based on the complex interaction between leadership styles, organizational outcomes and resistance to change, achieving a successful change implementation requires managers to continuously be conscious of two factors: their leadership styles and the organizational context within which they intend to implement change. However, studies by Stothard & Drobnyak (2016) indicate that doing so requires a continuous evaluation of the most appropriate behaviours (in the context of organizational culture, the stage in process of change and hierarchical distance) and how modifying those behaviours can potentially affect organisational outcomes. Implementing change correctly when the organizational requirements no longer match with the leadership[p behaviour is important in attaining effective organisational change within the ever-changing business environment.

The different degrees of transformational and transactional leadership is important in the successful implementation of organizational change. Through transactional leadership, organizations can reinforce positive behaviour by maintaining ongoing control over performance inputs, contingent rewards and acting as short and medium-term support of the organization. On the other hand, transformational leadership acts as an appropriate foundation for successful implementation of organizational change by enabling an easier adoption in the form of organizational readiness, whereby the transformational mindset acts as a catalyst for long-term organizational growth.

As such, it is appropriate to claim that transformational leaders are the real agents of organizational change. According to Vanesa (2016), they are visionary leaders who motivate or influence teams to achieve their best in business performance. Furthermore, Vanesa (2016) argued that transformational leaders highlight the importance of collaboration and facilitate teamwork to achieve the best level of organizational performance – instead of running the daily organizational tasks.

As they focus more on team building, transformational leaders ensure that they operate in an environment of clearly stated vision, set examples, establish standards and develop an appropriate organisational culture (Maheswari, 2016). Regarding organizational vision, according to Stothard & Drobnjak (2016), transformational leaders envision where they expect the organization to be in future and communicate those visions across all levels of the organization to motivate them towards excellence. On the other hand, Changar & Atan (2016) noted that transformational leaders set examples by exemplifying good behaviour that they would like their followers to emulate. More importantly, transformational leaders develop and orient followers on the desirable standards and norms through a predetermined pattern of behaviour that facilitates the achievement of organizational goals.

The other important roles that transformational leaders play in change implementation is the development of effective communication and liaison, talent acquisition and development. According to Vanesa (2016), transformational leaders develop the connection between the organization and the external world, acting as the main point of contact well-known to other stakeholders. Through their communication and liaison, transformational leaders can provide the necessary assistance to stakeholders including technological assistance, resource support, and best business practices in organizational leadership (Maheswari, 2016). In team building and development, transformational leaders participate in the identification of suitable talent that would effectively oversee organisational change (Maheswari, 2016). Upon identifying the best talent, according to Vanesa (2016), transformational leaders participate in talent development to ensure they align their skills to organizational objectives.

From the reviewed literature, transformational leadership seems to have various advantages that make it a preferred leadership style for organizational change. According to Vanesa (2016), transformational leadership encourages creativity and innovation at the workplace by developing employees' enthusiasm towards work in a challenging work environment. By encouraging innovation, transformational leadership provides adequate opportunity for individual growth and the ability to achieve desired performance standards (Antonopoulou et al 2016).

The other significant advantage of transformational leadership is that it facilitates change within the existing processes by creating a higher expectation among followers (Frias et al, 2016). according to Rajabi et al (2016), this motivates followers to perform beyond what is expected of them. Consequently, transformational leaders guarantee high performance among teams and increases organizations' general productivity.

But a few researchers have also pointed out some disadvantages of transformational leadership. For instance, Changar & Atan (2016) argued that even though transformational leaders can see the broader picture of the organization, they might not have the detailed orientation needed to achieve the visions. Therefore, according to Vanesa (2016), transformational leaders require support from transactional leaders, who are more detail oriented. On the same note, Stothard & Drobnjak (2016) pointed out that transformational leaders have an overdependence on emotional, passion and inspirational aspects of organizational change management, which may lead them to neglect realities and facts received from information gathering, investigation and research. [20]

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