

## Impact of Transformational Leadership Style in the Achievement of Educational Organization's Goals in Karachi

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### Abstract

*This present research was done to discover the important impact of transformational leadership style in accomplishing the aims and purposes of educational institutions in Pakistan. How this style of leadership can be helpful for educational organization to achieve its goals in accordance with vision and mission that are provided by the leadership. Role of leadership was put into consideration and tries to explore, how it is most suitable to implement in educational organization to develop and maintain healthy working environment for teaching learning community and impression of educational consequences on the main participants of education, which are students and society. During the study we discovered that it is a tool that can be used to develop the sense of allegiance with teaching/non-teaching staff toward the organization by appreciation. This develops the internal motivation in employees that creates a sense of responsibly.*

**Keywords:** Leadership, Transformational Leadership Style, Followers, Effective Educational Organization, Goals.

### Introduction

Leadership is about leading people by creating a common ground to find the solution of problems collectively. It is not only about setting individuals in the right direction and addressing their problems but has a significant role in bringing reform in the welfare of society. It is an intangible quality but has important functionality in every aspect of life. In the same way it is very essential component of educational organization it has a crucial function to making education organization effective. Effectiveness in educational organization depends on effectiveness of the leadership. Leadership which is able to develop sustainable and consistent planning is required; visions, missions and goals for educational organization and maintain continuity as a unit to achieve short-term results that achieve the long term goals of organization. It should have the ability to build and maintain a good teaching/learning community that works together and collaborates for the general good of society. The key components of society are individuals. There are individuals that form society and community. If a society invest in their individual, it will be great beneficial for the best interest of society and community. The aim of education is to develop each individual socially, emotionally, psychologically, spiritually and physically and other aspects as well. For this purpose, educational organizations need a leadership that achieves the expected outcomes. It is the point of discussion that which leadership style can be best to achieve educational objectives. There are many style many leadership styles are available that leaders can adopt. It may be depending upon the situation and circumstances. In some place any style is giving good results but it may not be proving effective in other situation where circumstances are different. For example, in educational sector where you have to deal where different group of people and make them understand that what are our ultimate responsibilities and how we can fulfil these responsibilities in order to achieve common goals that are in our best interest. In current study we are going to discuss only transformational leadership style and its application in educational sector for the achievement of organizational goals.

Transformational Leadership style is the style of leadership in where leader along with their supporter work together to achieve great cause. Leader motivate followers by realizing them that we are all equally working in this direction to have triumphant. This style of leadership is about emboldening and inspiring not only individual, but the community as well, it focuses on society as a whole. It is a democratic leadership style which focuses on the high moral and ethical grounds to work on and achieve common goals. It shares and accepts the ideas and powers from all members of a team. It empowers the community to enhance their full experiences and competencies to bring positive change in their lives. We are discussing here it in the educational angles. In the study will see the consequences of that style of leadership, it impacts in the performance of education organization to achieve the educational objective with the reference of vision and mission. Its impact on the factors attached with education system to run the educational organization smoothly. It impacts on the reconstruction and development of origination and impact on teaching learning community. This study will help to solve the leadership crisis problems related to educational administration, facilitate them to achieve the goals. The advancement of knowledge related to leadership field is another benefit of this study. This study can be used by other researchers who are interested in leadership field research. This style of leadership has some limitations like how to create sense of responsibility in sub-ordinate to work with their best way to achieve

the given task in respective field and factor that maintain as team to focused on their goals.in this particular study we will measure the positive impact of this leadership style and also focus on the limitation and its implications in the achievement of educational goals. Its positive effect of this style of leadership and what factor that are causing problems and how to avoid from these factor. This leadership style has special attribute that we can utilized to increase performance.

### **Literature Review**

Effectiveness in educational organization is defined as the taking right steps to towards the achievements of vision, mission and goals that are predefined at every level of organization. Administrative effectiveness known as using available resources to attained the predefined goal in the light of vision and mission of that organization. It means selection of right person for right job. Administrative Competence is the total measure of collective efforts of administration, teaming, and leadership skills to achieve desired goals. It is the second name of productivity and resources consumed on it.

Leadership is the act of getting people on common ground two achieve common goals for general good. It is the act to capture interpersonal force of individual of society. It is about roll out the individuals of society towards a direction or organizational goals, motivating the thoughts to get them to achieve these goals, and individual group prolongation and tradition/culture. It is individual's group process where the leaders have nothing do, if there are no subordinates (Erkutlu, 2008). Sanhueza (2011) define leadership such a word that leadership is the social skill or capability to encourage, influence, and make them able individuals to play the positive role to succeed and to bring effectiveness in the organization where they work. Birasnav (2014) give definition of leadership that leadership is the social control of people in the respective scenario managed with using the tool of communication to get particular objectives of organization.

Effectiveness of educational organization can be carried out if supported by suitable leadership style. There are a number of theories and philosophies of leadership styles in education that we had learnt or some of them are being developed or in evolution and evaluation phase. But transformational style of leadership is the one of the best and attractive style of leadership of modern age that can be followed in educational organization to obtained their predefined goals in the light of vision and mission by building bridge between the different stakeholders on the bases of their moral and ethical value, and through motivating and encouraging to achieve common objective. It develops the intrinsic motion and they will be willing to get responsibility to achieve targets. Muijs (2011) defines transformational leadership style as it is the leadership style that concerned with moral values and achievement of long term objective by manipulating social group of individuals and organization structure. The transformational leader is one that expresses a common views of the coming days, articulate sub-ordinate's rationale, and realize the variation of staff (Du et al., 2013). According to Rao (2014) transformational leadership as a method of development of organization and individual group of people by accomplishing established goals and objectives and fostering ethics and moral values between group of people. Fitzgerald and Schutte (2010) state that a motivational leadership style is about interpreting a logical vision and mission of organization and motivating team to be responsible towards the vision and mission by creating links between team and vision and mission, considering the basic requirements, and contributing them to utilize the capabilities and energy potential, play their roll to get best organizational results and learning outcomes.

Bass and Riggo (2006) identified the factors related to transformational style. The factors are

- Inspirational motivation
- Idealized influence
- Individualized Consideration
- Intellectual Stimulation

Individual influence means leaders pay proper consideration to followers' needs and do their best to facilitate them. They set examples by leading from the frontlines in order to be a role model for their followers. The leaders should be the ideal example which is appreciated, honored, and believed. The inspirational motivation is the back-bone of this leadership style, where the role of a leader is to inspire and motivate sub-ordinates by introducing new challenges related to their particular department. It is a leader who built a bridge of strong connection and communication within his followers by providing clear vision, mission and roadmap which is for the general good of the organization. Another attribute of this leadership style is intellectual stimulation where leader encourage the followers to be more creative and share new ideas related to their specific field. The intellectual has to aspire to find a new innovation to challenges to perform particular functions, their ideas challenge themselves. The individual consideration is about quality of leaders where they pay equal consideration to followers in order to find individual talent and raise it to next level. The role of leader is the teacher or facilitator. Northouse (2015) interprets that a leader having the skills of

attracting and affecting followers, is capable to implement this leadership style very and he relate this kind of leadership that have prominent attraction named it charisma, he defined it the ability to encourage others and justifies it as a very important for developing energetic relationship among leader as well as his supporters. He agreed by other researchers that the factors of transformation style of leadership consist of dignified impact, mental stimulation, intellectual stimulation and inspirational motivation. This type of components is needed a special attitude in leader in various situations in respect of developing common view to attend the goals of organization.

Transformational leadership is known as the one of best to be way to lead for purpose handling new situations in developing and reshaping educational organizations. Barnett, McComick and Corners (2001) define the transformational leadership is a capacity of judging level of allegiance within staff members. Hallinger (2003) states that the transformational leadership style has very positive impacts in resemblance of ideal implemented in educational organization in current days. He further adds that with the appearance of this style, a process for restructuring of educational institution is most suitable as this style of leadership believe in the emancipation of educators, their share in leading activities and betterment of institution by development and facilitating in learning activities. He sums up these words that it is the very crucial leadership style for exploring object of organizational teaching/learning phenomena. Hallinger (2005) discovered postulates that can helpful in the development of activities and strategies linking them with organization's vision and mission and facilitate to maintain efficiency and effectiveness in staff member and observe high performance in student learning outcomes. Sun and Leithwood (2012) summarized in their study that this style of leading takes healthy outcomes to the performance of student toward learning outcomes. They categories these impacts indirect and direct impact. They asserted in their study by going along with previous scholars that this style of leadership has less but remarkable, constructive impressions equally on teacher and student performance related to learning outcomes.

Valentine and Prater (2011) said that to create such an atmosphere to bolsters team work, moralities equally grow closer to team members and furnace associations that prioritize educators and administrators like a group. Some scholar not see the indirect impacts of leadership they are more concern about what is happening in class room as they focus direct impacts education on students. The level of education and implementation of the principal go side by side to students and concerned stakeholder's achievement. Transformational leadership will facilitate each member of that educational organization to achieve best possible results no matter its student or teacher, administrator or manager.

### **Research Purposes**

**General Purpose:** To explore the significant role of leadership to accomplishing the defined objectives of educational institutions. The important measures that we should take to bring effectiveness in educational organization and make it enable to achieve goals. The special role of leader and followers to achieve the organizational goals using the available resources.

**Specific Purpose:** To find out the influence of implementation of transformational leadership with respect to accomplishment of specific objectives of educational organizations in Karachi.

### **Research Hypothesis**

**H<sub>0</sub>:** There is no significant relationship between transformational leadership style and the achievement of organizational goals.

**H<sub>1</sub>:** There is a significant relationship between transformational leadership style and the achievement of organizational goals.

### **Methodology**

In current research study, the quantitative descriptive-correlational research design was adopted. It helps to measure the degree of association among the respective variables. The population of the study consists of teachers and administrators of different educational organizations in Karachi. The sample of the study was selected from different public and private universities, colleges and schools in Karachi. Sample was collected randomly from 85 teacher and administrator of schools, colleges and university teachers. The instrument for collecting sample was a self-prepared questionnaire, which included different questions about educational outcomes and impact of transformational leadership style and its application on educational organizations. Before collecting sample, objective of the study was explained to respondent. The questionnaire was prepared by researcher and comprised of five-degree summative measure (Strongly Agree =5 to Strongly Disagree =1). It comprises of five sections: section A was about special characteristics variable of respondent, section B contains questions about effective organization, section C is about qualities of leadership, section D comprised of functions of leadership and section E consist of the role transformational leadership plays in effectiveness of educational organization. After collecting data, it is inserted into

SPSS software for analysis. To ensure consistency and validity of the scale, the pilot testing was done. For the sake of validity took viewpoint of the experts. The value of Cronbach's alpha was calculated to ensure the reliability of the sampling tool (questionnaire). There were 21 item in the questionnaire about impact of the transformational leadership style to achieve educational goals of organizations. The value of the index of reliability was .909, that was statistically substantial and the rate of response was 100% and the study was descriptive in nature. In descriptive statistics, means, frequencies, standard deviation and percentages were calculated. In inferential statistics, independent sample t-test use for measuring alteration among gender, One-way anova used to check the significance of difference between more than two groups and to measure the impact of this style of leadership in the achievement of organizational goals, we use linear regression.

**Table 1.**  
*Group Statistics- Sample Test*

<i>Service</i>	<b>N</b>	<b>Mean</b>	<b>Std.Deviation</b>	<b>Std. Error Mean</b>
<b>Gender</b> 1.00	3	1.67	0.577	0.333
2.00	0 <sup>a</sup>	.	0	0

**Table 2.**  
*Independent Samples Test*

	<b>Levene's Test for Equality of Variance</b>		<b>T-test for Equality of Means</b>						
	<b>F</b>	<b>Sig.</b>	<b>t</b>	<b>df</b>	<b>Sig(2-tailed)</b>	<b>Mean Difference</b>	<b>Std. Error Difference</b>	<b>95% Confidence Interval of the Difference</b>	
								<b>Lower</b>	<b>Upper</b>
<b>Services Equal variance assumed</b>	0.180	0.673	0.847	83	0.399	0.09800	0.9800	-0.11191	0.27791
<b>Equal Variance not assumed</b>			0.887	71.602	0.378	0.08300	0.09356	-0.10352	0.26953

In table in F-test the sig. = .673 which described that variance of gender and transformational leadership was equal and correspondent t-Sig. = .673, implied that H<sub>0</sub> not rejected and there was no significant difference between the mean of gender and the impact of transformational style of leadership in achievement of organizational goals. One way anova to the deference in the scores of mean of respondent founded to the control group, age, experience, and professional qualification.  
**POSTHOC= TUKEY ALPHA (0.05).**

**Table 3.**  
*(control group)ANOVA*  
**Service**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F.</b>	<b>Sig.</b>
<b>Between the groups</b>	0.136	1	0.136	0.717	0.399
<b>Within the groups</b>	15.698	83	0.189		
<b>Total</b>	15.834	83			

The table by one way anova discover the alteration between the mean score of various control groups, age, experience, professional qualification, and professional development and by services quality of transformational leadership in educational organization. It was observed that after the Sig. value of control group the value of Sig. (.399) and in the same way Sig. value of age was (.392), Sig. value of experience was (.768) Sig. value of professional development was (.863) Sig. value of professional qualification was (.983) that the  $H_0$  was not rejected, hence there is no significant difference between mean score of the control group, age, experience, professional development, professional qualification and services quality of transformational style of leadership in achievement of organizational goals.

**Table 4.**  
*Correlations*

		<b>Transformational leadership</b>	<b>Functions</b>
<b>Transformational Leadership</b>	<b>Pearson Correlation</b>	1	0.700**
	<b>Sig. (2-tailed)</b>		0.000
	<b>N</b>	85	85
<b>Functions</b>	<b>Pearson Correlation</b>	0.700**	1
	<b>Sig. (2-tailed)</b>	0.000	
	<b>N</b>	85	85

\*\* . Correlation is significant at the 0.01 level (2-tailed)

The value of Pearson correlation was  $r(83) = .7$  with sig value .000 which indicated that there is strong positive correlation between transformational style of leadership and effectiveness on the administrative function of educational organization.

**Table 5.**  
*Linear Regression*

*Model summary of regression of impact of transformational leadership to administrative services*

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimation</b>	<b>Change Statistics</b>					<b>Durbin Watson</b>
					<b>R Square Change</b>	<b>F Change</b>	<b>df1</b>	<b>df2</b>	<b>Sig. F Change</b>	
<b>1</b>	0.848a	0.716	0.716	0.23127	0.0720	213.036	1	83	0.000	1.607

- a. Predictor:(Constant), Impact of transformation leadership style
- b. Dependent variable: Services

In table, linear Regression between dependent variable (services) and predictor (transformational leadership), correlation value (R=84.8%), the value of determination of co-efficient ( $R^2 = .720$ ), durbin-watson (1.607) and anova (.000) express that the model considered operational and hence  $H_0$  rejected, there was significant impact of transformation leadership style and effectiveness in administrative services.

Similarly, the linear regression between dependent variable (services) and predictor (organizational effectiveness), the correlation value (R =76.6 %), the value of determination of co-efficient ( $R^2 = .573$ ), durban-watson (2.074) and anova (.000) demonstrated that model was statistically significant and consequently the  $H_0$  was rejected.

Linear regression between dependent variable (administrative services) as well as predictor (qualities of transformation style of leadership), the correlation value (R = 83.4 %), the value of the determination of co-efficient ( $R^2 = .696$ ), Durban-Watson (1.541) and anova (.000) indicate that our data considered operational one as well as so our  $H_0$  was rejected. Therefore, there was a significant impact of transformation style of leadership and organizational achievements.

Linear Regression between dependent variable (services) and predictor (functions), correlation value (R =88 %), the value of determination of co-efficient ( $R^2 = .720$ ), Durban-Watson (1.683) and anova (.000) which indicate summery of the model considered as operational so the  $H_0$  is rejected. So proved that transformational leadership has excellent qualities with outstanding functionalities that was great impact on the services in the achievement of educational goals.

### **Discussion**

The following study proved that competent leaders have unambiguous characteristics that illustrate explicit performances or model to lead. These leaders construct circumstances that were in the favor of their traits and highlight their skills. The positive consequence of operative leadership styles is finely articulated by the surveillance that an effective leader will make on an organization effective whereas an inefficient leader will destroy the whole plan of an organizational structure. The following study confirms that there is a significant impact of this style of leadership which plays a role in increasing the effectiveness in organization.

1) The table of independent t test shows that between gender and transformational style of leadership,  $H_0$  is rejected and there was no significant difference between the mean of the transformational style of leadership and gender and in corresponding F-test the  $H_0$  was not rejected showed that variances of population were equal. Hence gender and transformation which in enhancing the organization effectiveness

2) One-Way Anova it was found that the province, age, experiences, control group and professional qualifications relative to service,  $H_0$  was not rejected and there was no significant relationship among the transformational style of leadership and the achievements in educational goals of organization with respect to these characteristics.

3) It had been established that there is strong positive relationship in transformational style of leadership and its functions that was 70%.

4) The linear regression indicated that dependent variable (Services) and predictor (transformational leadership), correlation value ( $R = 76.6\%$ ), the value of the determination of co-efficient ( $R^2 = .573$ ), Durban-Watson (2.074) and Anova (.000) indicate that summery considered statistically significant and therefore  $H_0$  is reject. So, there was a significant impact of transformational leadership style to the achievement of organizational goals.

Hence,  $H_0$  overall rejected in linear regression and it was verified that “there was a significant impact of transformational style of leadership and achievement of organizational goals,” which impacts in hugely the organizational effectiveness will contribute in achievement of goals.

### **Conclusion**

In the result of discussion that had made above we can conclude in the achievement of goals of any educational organization role of leader is very important. It is an art as well as a science of social influence. It is God gifted quality that can be developed to great heights over the period of time and accordance with situation. Developing a strong team being very communicative transparent with them. It is his primary duty to provide such an environment where members of team can perform their functionality on equal footing should be aware with responsibility, self-respect and self-interests of each member of organization.

In the result of current study, we found out that transformational leadership style is the best leadership style that can help attain defined goals. Inspiration, high moral ground, ethical values and motivation are the strengths of this leadership style. It guarantees to develop a best team to works for the best interest of organization. It is a team who helps you to achieve goals of organization. Without of loyal team and peaceful environment, the organization will be ineffective, hence can never achieve goals. Functionality of this style is observe positive in the study. It helps to bring democratic values in organization that lead to constructing better vision and mission to achieve the goals. In spite of this, some factor like stability and sustainability and peaceful working environment can be attained by fostering democratic values within organization. No organization can survive if there is stressful environment and no team can develop for the long term goals.

By summarizing our discussion of study, we find out that transformational leadership style has unique characteristics of leadership, where sub-ordinates are inspired and motivated to be organized in order to accomplish organizational goals.

### **Recommendations**

Basis on the of information that we had collected from the data of our research study and investigation toward the impact of this style of leadership in respect to achievement of educational organizational goals obtained through the individual opinion and by the inquiry form accompanied in the institutions;

It is obligatory to suggest the following recommendation

Effective organization needs consistency, stability, sustainability and peaceful environment for its development and growth where each member can work independently for the achievement of organizational goals. It is leader who make sure the availability of these factors.

Leadership should be able to recognize the abilities and skill of his team. It basic function is to choice right person for right place. After it, strong bridge of collaboration and communication is required that will create a sense of

responsibility in team. More over leadership can arrange 15-minute meeting after calling a day to discuss the achievements of working day and that can be a cause of next day motivation.

Organization can achieve goals by strong team, by giving them proper consideration and providing roadmap to success, by inspiring and encouraging and solving their problems by using communication tool by sharing ideas, innovation and collective wisdom.

Conflicts between team and difference in viewpoint can affect the performance of organization at any level, so leadership should make an arrangement that reduces differences and conflict by getting various parties at some common ground for the interest of organization. Transformational leadership style should be applied to handle such situations.

Leader should well aware of problems of organization with each member connected to that organization and he should do his best to address these issues as he has to realize that he is not the center, someone can create better solution than he has, so leader should be receptive to their team member's ideas in policy making process. It is the primary function of the leadership to guide them. This creates the sense of devotion with organization that he does work for it according to his maximum potential.

Transformation leadership style will be equally important in all the situations and circumstances in accordance with society. Hence each individual of society feels independent and take their responsibilities to work for society. It will be done through keeping main factor of transformation leadership in mind that will develop the sense of responsibility.

This leadership style can be very accommodating to cultivate the interpersonal skill of educational organization in students. Its positive impact can be transferred to team members and their mental health. When students come for learning it is not only the curriculum and syllabus, our overall development in physical, social, emotional and psychological area matters. Transformational leadership style is very effective to develop in these areas among teaching learning society and students also.

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