



## TRANSACTION OR TRANSFORMATION LEADER: THE DOMINANT AMONG UNIVERSITY STUDENTS IN SOUTH TAMILNADU

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### ABSTRACT

Leadership, a vital character in a person, is needed for the development of an individual as well as the society at large. Leadership is needed to face the upstream challenges and take the human agencies that are associated with any institution/organisation, the behaviour of a leader positively affects the trust and satisfaction of the employees and that further affects their citizenship behaviour largely within the organisation and also get extended into one's personal space of life. The methods adopted by anybody to lead his/her institution/business operations may depend on his/her thinking faculty that is persistent in him and is named as his style. Initially the leadership is classified as Autocratic, Democratic and Laissez Faire, further research led to the emergence of Situational, Contingent, Charismatic, Transformational, Transactional, Team leading got emerged. This paper focuses on the Transactional and Transformational style of leading. Here the author attempts to expose the dominant pattern that is in practice among the University student. The study has made use of Multi Factor Leadership Questionnaire to empirically study the subject. The assessment and the findings reveal the dominant leadership style among the identified population.

**KEYWORDS:** Leadership, Transaction Leadership, Transformation Leadership.

### INTRODUCTION:

Leadership, a vital character in a person, is needed for the development of an individual as well as the society at large. Leadership is needed to face the upstream challenges and take the human agencies that are associated with any institution/organisation to an identified or anticipated future by managing the adversities that comes through the way. (Achua, 2004) defined leadership as the influencing process of leaders over the followers to achieve organisational objectives through a change. Leadership is also viewed as a process that impacts on the commitment of others in recognising their full potential in achieving the goal or vision as conceived by or for the group (Jeremy et al, 2012). The leader is viewed as a person who delegates the required authority in the required time to the required person and is capable of catering to the change that happens in the environment around thereby influence others to act in accordance to their command, the leader thereby carry out the specific objectives as decided earlier (Mullins, 2002). Effective leaders build institutions that withstand uncertainty created by the changes in the environment or the competition. (Schermerhorn, Hunt, & Osborn, 2000) emphasised the importance of leadership in any organisation, the authors maintained that leadership is the heart of any organisation as it determines the success or failure of the organisation, (Podsakoff, MacKenzie, Moorman, & Fetter, 1990) reiterates that the behaviour of a leader positively affects the trust and satisfaction of the employees and that further affects

their citizenship behaviour largely within the organisation and also get extended into one's personal space of life.

### REVIEW OF LITERATURE:

The above advocacy mentions that the performance and the satisfaction of the employees are considerably affected by the leader and their approaches. This in turn impacts the institutions/business success; in addition the sustenance of such institutions. The methods adopted by any leader for leading his/her institution/business operations may vary, the variation depends on his/her thinking faculty that is persistent in him and is named as his style (DuBrin, 2001). The outcome may be differing as different styles of leadership are being practised, they may have an impact on the performance and the effectiveness of the organisation (Nahavandi, 2002). It is noticeable that different persons, ordained as a leader exhibits a unique styles. Researchers categorized the styles of a leader generally into three main styles such as Autocratic, Democratic and Laissez Faire. Further research exposes that no single style is effective all the time that lead to the emergence of situational and contingent style of leader, Later few more styles like charismatic, Transformational, Transactional, Team leading got emerged. (Yuk, 2001) mentions that employees serving under the democratic leader works with lot of enthusiasm, they also displayed a high degree of satisfaction, creativity and motivations, whereas autocratic leader focusses on increasing the output. The laissez faire style of leadership works well only when the team led has excellent track record of performance, in its absence the desired results are seldom realised.

### Transformation and Transactional Leadership:

The writings of scholars like (Burns, 1978) (Bass, 1985) (Burns, 1978), (Bennis & Nanus, 1985) and (Tichy & DeVanna, 1986) gave the emergence of the concept of Transformational leadership. Transformational leader is the process in which a leader inspires others to do great deeds. This leader is deemed as a role model who creates clear vision, set high standards, make his followers to achieve it, build their trust on him by his actions, understands his followers needs and want, adapt him to nurture his followers and thus gives life for an organisation. Transformational leadership approach is a comprehensive one to lead in which leaders encircle the followers by winning their inspiration and make them to do great deeds.

In his book leadership (Burns J. M., 1978) distinguished transactional leader and transformational leader. The transaction gets completed 'when something in return' or with any form of consideration a transaction takes place between the leader and the follower. This is termed as transactional leadership.

### Factors of Leadership:

The questionnaire had a set of forty five pretested statements to describe the behaviour of the respondents. The respondents are supposed to decide at what frequency they behave to the corresponding statement. The respondents need to mark their response for the key with five numbers as 0 for 'not at all', 1 for 'once in a while', 2 'for sometimes' 3 for fairly often 4 for 'frequently, if not always'. The questionnaire measures the seven factors with questions three questions for each factor

The questions were grouped into 12 different factors of leadership. Every individual score on each factor are obtained by summing up the three/four specific questions of each factor in the questionnaire. In order to determine the factor score of individualized consideration, the scores of the corresponding questioned are summed up and thus the score for each factor is obtained. The 12 factors that were evolved are as follows.

1. **Idealized influence:** These leaders with this factor have ethically and morally high standards and always trust in doing the right thing. Followers have great respect on them and trust them a lot. Idealized influence can be of two forms Idealized influence attributed and **idealized influence behavioural**. A leader with idealised influence (behavioural) will always articulate his values, beliefs and make others

understand. They also specify the importance of having a strong sense of mission and believes in having collective sense of mission. Idealized influential leader behaves with the moral and ethical consequences in mind.

2. **Idealized influence (attributed)** A leader with idealized influence (attributed) always instil pride in others associated with them. They go beyond self-interest for the good of the group. They behave in a very respectful manner. They always exhibit a sense of power and confidence in decisions.
3. **Inspirational motivation:** The pioneers with this factor will have the capacity to impart exclusive standards to adherents, make them focused on the vision of the association, and motivate the supporters to seek after the vision.
4. **Intellectual Stimulation:** This factor in a pioneer enables his devotees to attempt new methodologies, enable adherents to thoroughly consider of-the case and to create inventive approaches to manage hierarchical issues. Scholarly incitement in pioneers enables supporters to think distinctively and discover better approaches for critical thinking.
5. **Individual consideration:** This Factor in a leader makes him to listen to his followers needs carefully. Individualised consideration is given to the follower from the leader by creating a supportive milieu, coaching and mentoring the followers to identify and pursue their actualization needs.
6. **Contingent reward:** Contingent reward is the reward which is said to be exchanged between the leader and the follower for rewarding an expected behaviour. It is the factor which brings in a consensus between leader and the follower as what is the expected behaviour of the follower and what is the payoff for the expected behaviour or work done.
7. **Management by exception** implies the pioneer who includes in the restorative feedback, giving input and support in negative sense. The board by exemption have two structures: dynamic and detached. Dynamic type of Management-by-exemption continually screens devotees for any mix-ups or any infringement of guidelines and guarantees remedial activity.
8. **Management by exception passive form** means the leader intervenes only when a problem arises or only when he encounters an issue. In passive form the leader intervenes only when the standards are not met and he is reactive and not pro-active to the organizational milieu.
9. **Laissez-faire** is a French phrase which means 'hands-off –let –things –ride'. This factor shows the absence of a leader. That is the leader procrastinate to take decisions, will not communicate with his subordinates, will not provide feedback, he never takes up responsibilities. This leader will not contribute to the well-being of his followers.
10. **Extra effort:** The effective leadership will have the leadership outcome as satisfaction, extra effort and effectiveness. A leader with Extra **effort** will heighten the desire to succeed in the minds of his followers. He also make his followers to do more than what is expected to do.
11. **Satisfaction:** Satisfaction in a leadership style appears when the followers of a leader accept that style is satisfactory and the leader works with them in an acceptable manner.
12. **Effectiveness:** A pioneer is said to be viable in the event that he successfully meets the activity related necessities and powerful in speaking to his adherents to higher experts. The pioneer is viable in meeting the authoritative needs and leads the gathering adequately.

**Research Objective:** The researcher in order to identify the dominant style of leadership among the students has pursued the research with the following research questions. What is the dominant leadership factor among the University students? and what is the Major leadership style among the University Student?

**Methodology:** The investigator has used descriptive type of design and has collected data using a standard structure questionnaire MLQ 5X Short developed to assess the leadership style, the questionnaire contains 45 statements to map the leadership propensity among the students pursuing their higher education in Manonmaniam Sundaranar University. The study has made use of systematic random sampling a probability type of sampling using the list of all the students pursuing their PG program generated from the University.

The survey research has been carried out during June 2018 and September 2018 using a sample size of 392 samples. The study has used mean score analysis to elucidate the data pertaining to the research question.

**Limitation:** The study is limited only to the students pursuing the PG program of the Manonmaniam Sundaranar University, Tirunelveli department only. It does not consider the students undergoing other courses like PhD, MPhil, Integrated PG program, PG Diploma or Vocational course. The study also does not consider the students enrolled to the University through the Directorate of Distance and Continuing Education and Extension Learning Program.

**Data Analysis and Interpretation:** This below mentioned table 1 has evolved from the Multi-factor Leadership Questionnaire 5X Short containing 45 statements. The 45 statements were grouped under 12 factors and the mean score is given in table 1. The 12 factors further used to assess the leadership style of the incumbents. These 12 factors represents three styles of leadership such as Transformational, Transactional and the Laissez-faire.

**TABLE 1**  
**RESPONDENTS LEADERSHIP FACTORS SCORE**

Factor No.	Leadership Styles	Leadership Factors	Mean Score	Standard Deviation	Rank
1	Transformational	Inspiration Motivation	9.65	3.17	2
2		Idealized Influence (Attributed)	10.29	2.97	1
3		Idealized Influence (Behaviour)	9.36	2.77	3
4		Intellectual Influence	7.83	3.48	6
5		Individual Consideration	7.82	3.58	7
6	Transactional	Contingent Reward	8.45	3.33	5
7		Management –By-Exception	9.06	2.90	4
8		Management –By-Exception (Passive)	7.82	2.99	7
9		Laissez –Faire	5.13	3.22	10
10	Leaders Outcome	Extra Effort	4.68	4.37	11
11		Satisfaction	3.02	2.89	12
12		Effectiveness	6.03	5.58	9

The above table mentions that the factor idealised influence (attributed) was ranked one and was having a highest mean score mean score of 10.29 with a standard deviation of 2.97 followed by the factor inspiration motivation with consolidated mean score of 9.65 with a standard deviation of 3.17. The factor idealized influence (behaviour) comes next with mean score value of 9.36 and is intact with a deviation of 2.77. The next few factor ranking slots are shared between the styles of transformational and transactional. The factors corresponding to the outcome of the leaders such as Extra effort, Satisfaction and effectiveness all stands in the lower order of the ranking with a mean score of 4.68, 3.02 and 6.03 respectively. This does not give clear cut dominance on the different style. Hence the above data were further grouped into a consolidated one that represent the corresponding leadership style.

**TABLE 2**  
**LEADERSHIP STYLE**

S. No	Leadership Style	Consolidated Mean Score	Standard Deviation
1	Transformational Leader	44.85	12.15
2	Transactional Leader	30.43	8.39
3	Leaders Outcome	13.72	12.46

The table 2 give the consolidated mean score that consolidates the mean score obtained from the different leadership factor corresponding to the different leadership styles. The table (table 2) clearly delineates the dominance of the Transformational leadership among the sample respondents with a consolidated mean score of 44.85 with a standard deviation of 12.15 followed by the transactional leaders with a consolidated mean score of 30.43 and a standard deviation of 8.39. The third style has a lesser consolidated score of 13.72 with a deviation of 12.46.

#### CONCLUSION:

It can be concluded that the student of the University under the study do have a mixed dominance of the leadership factor that are pertaining to different style. However on consolidating the style of leadership, the analysis displays the slighter dominance of the Transformational Leadership over the transactional form of leadership among the students respondent.

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