SUSTAINABLE SOLUTION FOR COMPETITIVE TEAM FORMATION

"Do not follow where the path may lead. Go instead where there is no path and leave a trail."
(R. W. Emerson)

*Syeda Asiya Zenab KAZMI
*Josu TAKALA
*Marja NAARANOJA
*University of Vaasa, Finland

ABSTRACT

The current study was aimed to analyze the directions of learning outcomes through Transformational Leadership based training process. In the case study, Analytical Hierarchical Process (AHP) was used to derive the quantitative ratings. The current research effort is to find out the significance of Transformation Style on comparative basis to justify its worth for the sustainable development of corporate competitiveness. The study results provided a basis suggesting a framework for Transactional vs. Transformational leadership as a functional loop. It further justified the logic behind considering transformational leadership as a tool for strategic decision making to formulate sustainable optimal work teams. This paper highlights the significance to study that how transformational leadership can support and develop required behavioral outcomes.

Keywords: Small and Medium Enterprises, business transfer process, entrepreneurial behavioural approaches, case potentials, survival plans.

INTRODUCTION

Psychologists are of the notion that every individual has few strong points just like it has the weaknesses; hence there is always some room to utilize one's maximum potential through the most suitable means or skills arrangements. Henceforth, there is no single leadership style that can be regarded as the ultimate way to lead, and this reality provides a logic ground for the on-going quest for the most potent leadership style, amongst the variety of leadership choices to settle for, in accordance with the situational requirements. As a significant part of an influencing process, leadership is considered as being purpose driven and resulting in vision-inspired change in the group performance level (Antonakis, Cianciolo & Sternberg, 2004)., consequent upon the notion, the thinking corporate and industrial management experts, having intense interest in the field of Psychology, proceeded to analyse and utilize the key ingredients of Leadership, suitable for the specific corporate situations. This reflects a desire to obtain the best combination of leadership support instead of trying to find out solutions through mere hit and trial process causing loss of time, money, effort, trust and the good will of the corporate group or the overall organization.

The current research is an effort to unearth the suitability of the "Transformational leadership style" towards the effective manufacturing decision making so to evaluate the results in the form of corporate efficiency and the performance level. Few research reports have already been finalized time to time, in the light of the research finding after conducting the longitudinal leadership effectiveness course in phases. The empirical process was divided into eight courses (i.e., TK1 to TK6 & Sojo5 & 6) to detect the effects of "Transformational leadership" on the participants of the case study. The purpose was to evaluate the benefits in the area of strategic corporate management and corporate competitiveness with regards to the various leadership or management styles (i.e Passive, Controlling or Transformational leadership style). The questionnaires, used in the research process, were designed with the inclusion of `Question items` supporting the logic behind various organizational strategic choices (i.e., Prospector- Forward looking, Analyser- (i.e., Careful and conscious), and Defenders (i.e., Reluctant to change) (Miles and Snow 1978) to study the group participant´s learning direction., under the influence of various leadership training choices (i.e., Controlling Management, Passive Management or the Transformational Leadership). The whole research process initially divided the group participants among the categories of Prospectors, Analysers and Defenders, then resulted in bringing out each course participants´ mental trends and affiliation towards different

organizational management choices (i.e., Controlling, Passive or Transformational leadership style) and finally justifying the level of acceptance and prominence of one management style over the other for the overall corporate effectiveness.

The feedback of the participants helped in dividing the group members in to three groups: Prospectors (i.e., Forward looking), Analysers (i.e., Careful and conscious), and Defenders (i.e., Reluctant to change) predominantly, revealing a considerable space presence for an emerging group called "Reactor" (i.e, slow starters but later reflecting the prospector´s like forward looking approach.). The prospectors were mainly the re-presenters of "Transformational leadership Style" as they showed greater quest towards taking innovative steps and are future oriented. Overall the case study revealed the following trends:

- Large portion of the research sample responded well and even displayed "Transformational Leadership" related management trends through their behaviour. The results reflected that 80% of the total sample size represents the Transformational Leadership Management Style

- The elements in the Training courses, reflecting "Transformational leadership" theme left the most significant impact on the behaviours of participants, in connection with the research expectation,

- Most importantly, "Transformational leadership" has proved to have the strongest pull for the course participants as compared with the other leadership styles.

THEORETICAL BACKGROUND

Every leader has some uniqueness in his/her character that further boosts that individual to stand out from the rest of the lot and empower him/her to be able to lead others in the group. Hence, everyone is familiar with the names of individuals assumed the leadership roles and in different walks of life and imprinted their names in the books of history. The process goes on with the names and the success stories of the individuals appearing in the news etc. every now and then. To proceed any further, one should have sufficient knowledge, relating to the theoretical frameworks that constitute the variety in the leadership styles, so to choose from the most appropriate one for the situation in hand, to arrive at the best problem solution by getting the most suited results. The researchers have put in lots of effort to understand the nature of leadership. This effort has resulted in developing various schools of thought, which will be briefly touched to describe the prominent leadership styles in the following paragraphs.

Trait theory of Leadership propagates the best combination of the traits that great leader must have. According to this school of thought, leadership is a mere combination or the set of traits that a person is having by default. This refers to the fact that "leadership" is something innate (Stogdill 1974). The biggest criticism on this school of thought is that either one can born as a leader or cannot be one. In other words, a person not having the inborn qualities or traits of leadership can by no means learn to become one. However, the modern day researches and studies have completely shredded such misconception. Anyhow, the greatest advantage of "Trait Theory" is that it helps in understanding the basic qualities of leaders i.e., assertiveness, abilities to make unique and innovative decisions, dependability, charisma, likability etc. The theorists belonging to Behavioral school of thought focus on leader's behavioral aspect. This framework is associated with the leader's tendency for decision making and leading their teams independently. Kurt Lewin (1930s) is one of the main propagators of this school of thought and introduced three fold leadership styles on the basis of leader's decision making capabilities (i.e., Autocratic leaders, Democratic leaders, and Laissez – faire leaders). An additional strong point of behavioral theory of leadership is that it provides strong foundation to analyze and suggest appropriate ways to lead during various organizational situations. A famous Blake-Mouton Managerial Grid (Blake, R. R. and Mouton, J. S. 1964, 1978) focusing on the concern of group members with reference to organizational growth and production. The significance of this model is the introduction of five types of leadership styles i.e., Team leader, impoverished, country club, perish, or middle of the road. Consequently, it is understandable to judge that there is no single leadership style that can be considered as the best and each one is effective for any specific time or situation. Henceforth, it is a test of leader´s skill to be effective by displaying an appropriate leadership style corresponding with the specific situation. According to Fiedler, E. (1964) Contingency theory explains that how any situation helps in the development and growth of a leader. Contingency theory of leadership is actually an offshoot of "Behavioral Leadership Theory". There are four ideal directions for contingency theory of leadership which confirms that, There is no single way to lead or manage, an overall organizational design and its subsystems must fit the

best with its environment, the effectiveness of the organization is not only that it is the best fit with its environment but also with its sub-systems, and finally that the organizational needs are best met when they are properly designed and the organizational management style is compatibly suited with the organizational need based tasks as well as with the nature of the work group.

Fiedler's Contingency theory propagates that the group's performance is dependent upon the leadership's psychological orientation in addition to the three contextual variables i.e., Group Atmosphere, Task Structure and Leader's Power Position.
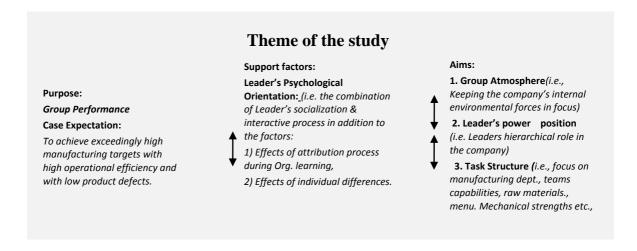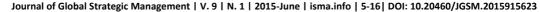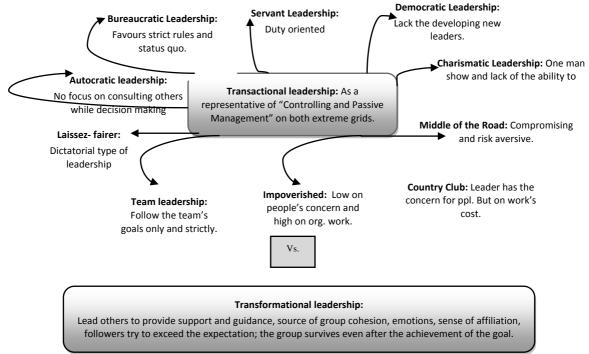
Theme of the study

Purpose:

Group Performance

Case Expectation:

To achieve exceedingly high manufacturing targets with high operational efficiency and with low product defects.

Support factors:

Leader's Psychological Orientation: *(i.e. the combination of Leader's socialization & interactive process in addition to the factors:*
1) Effects of attribution process during Org. learning,
2) Effects of individual differences.

Aims:

1. Group Atmosphere*(i.e., Keeping the company's internal environmental forces in focus)*

2. Leader's power   position *(i.e. Leaders hierarchical role in the company)*

3. Task Structure *(i.e., focus on manufacturing dept., teams capabilities, raw materials., menu. Mechanical strengths etc.,*

Fig. 1: A hypothetical scenario as basis to use "Fielders Contingency theories" in a case study (Kazmi, & Takala, 2012).

The figure 1 above explains that an action starts with a purpose. Here it is assumed that the purpose is to achieve "Enhanced level of manufacturing targets-(i.e., Group's performance level"). Then the next step will be to the "Leader's Psychological orientation based on the factors like (1) Task Structure", (2) Group's Atmosphere & (3) his power position as a leader. As a result this step helps the leader to craft accordingly to active initial "purpose". A known example of contingency-based leadership framework is Hersey Blanchard (1977) Situational Leadership Theory, which reflects the significance of the maturity level of the leader's team members. Another approach in the contingency frame work is "Normative Decision Theory" by Vroom and Yetton Decision Participation Theory. The theory actually propagates the success of the result on the basis of number of ingredients i.e., aspects of the situation, significance of decision's quality and its acceptance, relevant information by the leader to his/ her followers and the acceptance by the followers etc. Power and influence theories of leadership propagate the form of guidance by the leader to his/ her followers through which the followers are prone to change their behavior towards a specific direction to achieve the organizational or the appropriate goals. "French and Raven's Five Forms of Power" is one of the main achievements of this school of thought. The 5 forms of power are divided into two categories: 1. Positional power i.e., Reward, Legitimate and Coercive and 2) Personal Power i.e., Expert & Referent. After going through the nature of Leadership and the theoretical basis, it is quite easy to justify that there is not a single Leadership style suitable to support successful organizational management. All the above mentioned theories provided the basis of numerous leadership styles that can be broadly categorized in the two management styles which are 1) Controlling management"(i.e., Depending upon the use of power and authority to get the organizational work done) and 2) Passive Management(i.e., Depending upon the maintenance of status quo and resistant to the changes in the environment by following the fixed agenda. Henceforth, there comes the authors´ logic to compare and evaluate the impact of Transformational leadership in comparison to the controlling management and passive management on the behaviors of the course participants. Resultantly, the above analysis explains the basis to create classifications for leadership options within organizational management scenarios:

Bureaucratic Leadership: Favours strict rules and status quo.

Servant Leadership: Duty oriented

Democratic Leadership: Lack the developing new leaders.

Autocratic leadership: No focus on consulting others while decision making

Transactional leadership: As a representative of "Controlling and Passive Management" on both extreme grids.

Charismatic Leadership: One man show and lack of the ability to

Laissez- fairer: Dictatorial type of leadership

Middle of the Road: Compromising and risk aversive.

Team leadership: Follow the team's goals only and strictly.

Impoverished: Low on people's concern and high on org. work.

Country Club: Leader has the concern for ppl. But on work's cost.

Vs.

Transformational leadership:
Lead others to provide support and guidance, source of group cohesion, emotions, sense of affiliation, followers try to exceed the expectation; the group survives even after the achievement of the goal.

(Fig. 2: Basis of considering "Transactional Leadership" as the representative of other leadership styles and a tool of comparison against "Transformational Leadership Style (Kazmi, & Takala, 2012)

The figure 2 above explains the basis on which authors of the paper assumed the "Transactional leadership" as a broader category to represent various leadership styles being used in management studies and practices and represent either Controlling or Passive style of Management". In addition the above classification through the figure: 2 supports the basis for categorization between the "Transactional leadership" (i.e., Representing "Controlling or Passive style of Management) and "Transformational leadership" style to evaluate the two for comparison to judge the impact on the direction of effectiveness on the course participants´ behaviors "Controlling or Passive style of Management" "Controlling or Passive style of Management". Burns (1978) was the first researcher to investigate and highlight the difference between the two prominent leadership directions i.e., ''transformational leadership style and transactional leadership style". As previously mentioned, Transactional leadership is considered as a mere exchange relationship process generated between the leaders and the followers of the groups due to being paid off through wages or any similar compensation for their effort in accordance with their leader's directions. In other words, the "Transactional leadership style" promotes the contingent reward and management-by-exception. However, contrary to the above, transformational leaders motivate followers to achieve performance beyond expectations by transforming followers' attitudes, beliefs, and values as opposed to simply gaining compliance (Bass,1985, Kazmi & Takala, 2011, 2012, Kazmi & Kinnunen, 2012, Kazmi, Naaranoja & Takala, 2013, Kazmi, & Naaranoja, 2013, Kazmi, & Naaranoja, 2015).

The extent of the interdependencies as well as the assimilations which are the requirements for the working setups as well as the global struggle for survival of the fittest require leadership that exceeds the more basic transactional styles, which involve merely the contingent reinforcement and management-by-exception, to suite the styles that are more intellectually stimulating, inspirational, and charismatic (Bass & Avolio, 1993, Kazmi, & Naaranoja, 2013, Kazmi, & Naaranoja, 2015). According to Keith Grint (1997) "deep leadership" for further defining the leadership concept associated with the leaders who lead others work without formal authority of position that further enhances the role of the leaders as an institutional and hierarchic motivator, where he works.. This very fact further confirms the notion that there exist both formal and non-formal leaders, and some with inborn leadership capabilities that can truly become the source of high performance which is truly a factor for the innovativeness as well as the corporate success of the overall business and organizations. Leadership and human resource management are resources for Organizational outcomes and Competitive advantage (Zhu,W, Chew, I.K.H., Spangler, W.D 2005, Kazmi & Kinnunen, 2012, Kazmi,

Naaranoja & Takala, 2013, Kazmi, & Naaranoja, 2013) firms' executives have to align their strategies in order to manage crises (Eren, Zehir and Özşahin, 2004) and maintain harmony. The positive feelings towards the leaders, in turn transfer to the Organization (Whittington, J.L, Goodwin, V. L, Murray B. 2004).

A study has reported positive relationships between transformational leadership and its effects at the individual level and the corporate levels (Avolio, 1999, Kazmi & Kinnunen, 2012, Kazmi, Naaranoja & Takala, 2013, Kazmi, & Naaranoja, 2013). This fact further proves and supports the assessment that the transformational form of leadership has the ability to reveal the maximum levels of commitment, cohesion, motivation, trust as well as the performance in the new and more innovative organizational environments (Mengue,B., Auh.S., Shih.E 2007). Transformation leadership has a positive relationship with the high performance of Organizational work force and the resultant positive Organizational Competitiveness. (Birasnav, M., Rangnekar,S., Dalpati, A. 2010)

RESEARCH SETTING

The current research is the result of a collaborative venture between the Finnish Defense Force and the University of Vaasa Finland. Major portion of the research sample was picked from the "Reserve force officers" which was representing the category of "Reserve officers, on duty and non-commissioned officers. The purpose here was to evaluate the direction of effects in addition to the gauge the impact of "Transformational leadership style in comparison with other prominent leadership styles. The research process included questionnaire with an additional support of open and informal interviews in the form of conversational sessions during and after the training courses.

The research sample has the diversification as it not only included the military staff but some representation from the civilian background as well to attain the maximum variety in the feedback related to the core topic i.e., Impact of transformational leadership and its effectiveness as being the driving force for the maximization of organizational effectiveness, sustainability and competitiveness. Henceforth the research results cannot be restricted, for having impact on military scenarios but for corporate settings as well.

METHODOLOGY

Analytic Hierarchy Process (AHP)

We have used Analytic Hierarchy Process (AHP) as the core decision making method in researching the suitability of "Transformational Leadership style" against the other prominent leadership styles through the current research, to investigate the direction of our hypothesis. The Analytic Hierarchy Process (AHP) is defined as a structured technique for the analysis and organization of multifaceted decisions. The said research tool takes the basis from the mathematics and psychological concepts. The actual originator of Analytic Hierarchy Process (AHP) is Thomas L. Saaty during 1970s by extensively refining the AHP research method on the support of pair wise questions (i.e., question statements) as comparison among all the factors to support decision making process. Following formulas were used to evaluate the impact of Leadership.

Leadership indexes outcomes are as follows

1-max $\{(1/3 - E/100), (1/3 - S/100), (1/3 - EE/100\neg)\}$

Prospector: $1-(1-(EE^{1/3}) * (1-E) * (1-S) * Std^{(1/3)}$

Analyzer: $1-(1-(S^{1/3}) * 1-(Std^{1/3})$

Defender: $1-(1-(E^{(1/3)}/4,34)) * (1-(EE/81,8)) * (1-(S/81,8)) * (Std^{(1/3)}/3,48))$

Here 'E' reflects the Effectiveness that how to meet or even exceed the objectives on results and performance, 'EE' stands for Extra effort, 'S' the level of satisfaction towards the leadership and in the end, 'Standard' is the term for standard deviation in all the cases i.e, Satisfaction, effectiveness as well as to Extra Effort.

Transformational Leadership Index

LI= DL (1/max {PL, CL)}. (1- (1/4 – max {IC, IM, IS, BT})

Here, the formula is to calculate leadership index, DL stands for deep leadership, PL and CL reflects passive and controlling leadership respectively. IC is to reflect individualized considerations; IM is for inspirational motivation, IS is for intellectual stimulation, while BT building the trust.

Research Tools – (Questionnaire)

The questionnaire was designed and used to follow the AHP logic by providing pair of contrasting choice statements to choose from to strengthen a clear cut relationship with the manufacturing decision making and to convert the qualitative objectives in quantitative values (Saaty 1982). The picked choices reflect the priorities by the research population and helped in evaluating the strategic decision making process. Consequently, the synthesizing of these judgments will yield a set of overall priorities for the hierarchy. The research strategy used was to provide measurements of leadership profiles through participants responses in two phases, to evaluate the impact of trainings through time gap between the testing sessions (i.e., Just Now and then later).

The properties used in the current research process are as follows:

i. Accurate measurement of exposure level of three different leadership and management styles (a-Passive, Controlling or Transformational),

ii. Measurement of expectation's direction with regards to the impact of Transformational leadership,

iii. The level of change in group's overall performance through their participant's actions or response level.

Here, ICR was used as correctional tool to ensure the validity of answers and feedback while chalking out the final results. Due to the imbalance or exaggerated ICR, the respondents can even be asked to recheck or reattempt their answers accordingly as part of research validation process.

We followed the Sand Cone model for the current research, keeping in view its suitability and adaptability with regards to organizational strategic operations management (Takala, Leskinen, Sivusuo, Hirvela, & Kekale, 2006, Kazmi, & Naaranoja, 2015). The Sand cone model is a research tool while unearthing areas related to organizational manufacturing performance levels. Here it's pertinent to mention that there are success factors to focus on (i.e., Quality, delivery performance, flexibility and cost effectiveness) for any organization or corporate group to succeed and take the competitive edge over the competitors. Hence, it should be well regarded that there is no guarantee of quantitative (financial) success for any corporate concern unless there is qualitative skill capability enhancement to initiate from.

We used SENSE AND RESPOND QUESTIONNAIRE to evaluate the research expectations

i. Accurate measurement of exposure or expectation level of three different leadership and management styles (i.e., Transformational, Passive or, Controlling).

ii. What is the "Level of Expectation" with regards to various management styles introduced (i.e., Based on exposure through training courses/ sessions): Attribute in a scale of 1-10.

iii. Measurement of experiences with regards to the impact of "Transformational leadership" in relation with other management styles (Passive & Controlling Management styles).

iv. What is the "Level of Experiences" in comparison with other management style choices: experiences for an attribute in a scale of 1-10

Direction of Development with regards to the level of change in groups overall performance level (through their participant's actions or response level).What is the "Level of Direction of development" compared with the situation spanning over 1-4 years, during leadership training courses and training sessions, before as well with the Competitors (e.g., Passive and Controlling Management styles).

Hypothesis formulations

The case study attempted to test the following hypotheses:

▪ "Transformational leadership style is most effective as compared to the two Passive Management and Controlling Management styles.

▪ "Transformational Leadership" is more popular choice for the group members in comparison with the two Passive Management and Controlling Management.

▪ "Transformational leadership" inculcates a desire for achieving "greater level of group performance" in comparison with the two Passive Management and Controlling Management.

Study Sample

In the current study, the sample size was more than 100 participants and the training process took the form of longitudinal study in five training courses (i.e., Tk2, Tk3, Tk4 Sojo5 and Sojo6) in two sessions each to evaluate the now and then effect for comparative analysis. The group of participants was highly diversified having the mix background of Officers from the Forces and the professional business environment.

RESULTS

To evaluate the effect of the Management styles on the subjects, the questionnaires were formed in a way that they had the potential to bring out the appropriate management style's appeal. The research questionnaire, used in the case study, had the elements of the three management styles:
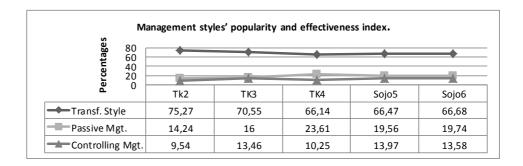
A. Passive Management,

B. Controlling Management,

C. Transformational Leadership Style of Management.

Responses of the participants showed maximum appeal and responsiveness towards "Deep Leadership style" at the first place, the second place for "Passive Management" and lowest appeal for "Controlling Management" in both of the phases through almost all the courses. The response trend is shown in the following figure and dully supported by a graphic representation:

Table 1- Showing the mean averages of the respondents' scores and resultant trends

Management Styles test results for the Categories of Prospectors, Analyzers & Defenders	Training Sessions scores (Combined medians score reference through %ages)					Trent and Category
Transf. Leadership	**75.27**	**70.55**	**66.14**	**66.47**	**66.68**	**Most popular/ Prospectors**
2 Passive Mgt.	14.24	16	23.61	19.56	19.74	Manageable / Analyzers
3 Controlling Mgt.	9.54	13.46	10.25	13.97	13.58	Least favored/ defenders

The above table reflects the high scores, on the basis of the group participants´ responses showing the lead of Prospectors group as the representatives of `Transformational Leadership' in comparison to the low scores attained by the representatives of Passive Management and Controlling Managements Styles (i.e., Analyzers and Defenders).

Management styles' popularity and effectiveness index.

	Tk2	TK3	TK4	Sojo5	Sojo6
Transf. Style	75,27	70,55	66,14	66,47	66,68
Passive Mgt.	14,24	16	23,61	19,56	19,74
Controlling Mgt.	9,54	13,46	10,25	13,97	13,58

(Fig 3: Graphic representation of the management styles' popularity, and effectiveness index)

The above graphic representation reveals the high scores by the Transformational Leadership in comparison with the Passive Management and Controlling Managements Styles (i.e., Analyzers and Defenders) in various leadership training courses i.e., .Tk2, Tk3, Tk4, Sojo5 and Sojo6.

CONCLUSION AND MANAGERIAL IMPLICATIONS

Our current research study has a threefold process of hypothetical exploration focused at the following dimensions:

- To unearth the fact if transformational leadership is the most suitable than the rest of the leadership styles being used by the management experts in the corporate world to gain the follower´s attention,

- To find out if Transformational Leadership is a most prominent and popular choice to enforce the group members to be attracted and perform effectively,

- To try to prove if Transformational leadership is a source of greater level of group or organizational effective performance.

Hence, the current research exercise once again established the following facts:
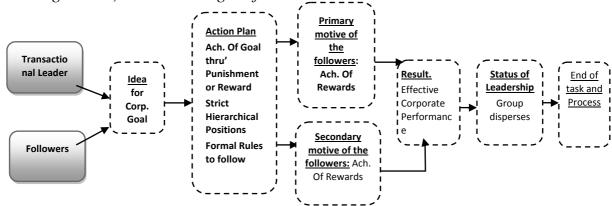
Transformational leadership style is one of the most effective ways to lead the group with the following benefits that most of the other leadership styles lack at one or the other point of times:

- Lead and groom the followers in the process instead of imposing the leadership role on others,

- Share the emotional as well practical aspects of the group member's needs,

- Most favored and potent style of management,

- Source of incorporating the sense of self confidence, innovativeness, affiliation and trust among the group members,

- Last longer and create stronger bonds of group cohesiveness.

Therefore, the scores achieved by the Prospectors group, which is the representative of Transformational leadership styles effective agent showed the high percentages i.e., 75.25%, 70.55%, 66.14%, 66.47% and 66.68% in TK2,TK3, TK4, Sojo5, Sojo6 respectively while the Controlling Management as well as Passive Management style has shown low scores reflecting poor and rare interest by the group participants. The ever supportive Transformational leadership style emphasizes immensely the facilitation of individualized consideration for their followers or the work team member's needs. Such tendency of the said leadership style tempt them to establish and introduce best employee supportive and capacity building to further empower and motivate their followers or the team mates. Transformational leadership style management focuses more on the individual as well as the personal differences in needs assessment and its growth to ultimately provide the required recourses to enhance the work levels of its followers while proceeding towards the achievement of their set goals and targets (Dvir.T., Eden .D., Avolio B. J. and Shamir. B 2002).

In the light of the above behavioral display by the transformational leadership style, the organizational employees in return not only appreciate their leadership but feel a strong affiliation with that. This further provides opportunities for decision latitude, challenges, responsibility as well as impact, and self-determination. Hence, the followers are more prone to respond through their behaviors of reciprocation, extensive level of commitment towards their organizations (Wayne, Liden, & Sparrowe, 2000).
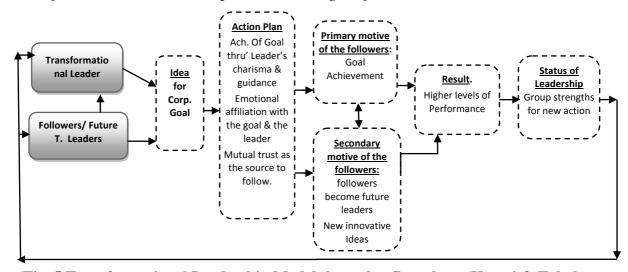
Transactional Leadership Style's (Representation of Controlling and passive Managements) Model through a flow chart

(Fig. 4 Transactional Leadership Style's Model through a flow chart (Kazmi&Takala, 2012)

The above model represents the flow of stepwise action process, when an organization is headed by a leadership having the qualities of "Transactional leadership" style management or in other words, "Passive or Controlling style of Management". Our research proved that such styles can be regarded as "good" in a shorter run, to achieve certain organizational goals with having all the focus on task completion in a given style. This style does not promote innovative decision making, extra effort and sense of belongingness for the team members towards the goal, succession planning (i.e., developing new leaders) or the additional level of creativity, which are all the sources of greater level of organization performance and organizational competitiveness. The additional result of this management style is that the group collapses as soon as the action finishes either in the form of accomplishment or the failure.

Transformational Leadership Model through a flow chart

(Fig. 5 Transformational Leadership Model through a flow chart (Kazmi & Takala, 2012)

The figure.5 is a representation of what we have achieved to justify. One of our main research purposes was to find out that why transformational leadership style has an edge over the rest of the prominent leadership styles being used in the organizational settings. A thorough look on our research model provides the following factual basis:

The group members work for the achievement of the greater level of performances by being emotionally attached to the organizational goal as well as their leader,

- The group shows the sense of trust, affiliation, innovativeness, creativity and strong desire to work extra than the expected levels,

- The leader leads less but supports and grooms his or her team more,

- Group members develop a tendency to stay connected even after the achievement of goal.

- The chances remain for the recycling of activity loop by the same leader or through some of his or her follower, being transformed as leader.

All the other leadership styles do have many advantages and can result in showing better results on different situations while the transformational leadership has proved itself as a safe, reliable and dependable choice for almost every organizational setting and under any condition for the achievement of greater levels of performance, effectiveness and competitive edge over the competitors. Henceforth, we can confidently say that the "Hypotheses" we had established earlier are positivity proved.

Transformational leadership style is a style which is more than an ordinary leadership model by having the caliber to make and transform others as leaders instead of physically taking the driver's seat. This management style got the strongest percentages among the group members. It is a "King Maker" myth. If we try to explain this leadership style further, we can conclude that it rests at the level of "Self Actualization" of Maslow's Hierarchy as compare to the other leadership styles, resting at the different levels of the said Hierarchy.

Since, our research was based on the strong analytical Models, large sample size (i.e., of more than 100 participants), through Multilevel research testing procedure, in addition to the fact that the participants belonged to different professional background (i.e., Defense as well as civilian) therefore, our strategy can be a suitable basis for the organizational leaders and the corporate managers to take guidance and advantage from as a Model.

Future research avenues

The subject research holds the potential to open avenues for further research and testing in the following fields:

a) To find out the effects of the individual differences on the Corporate management operations or the leadership styles to take corporate advantage from,

b) To try and investigate the selection of the best fit of leadership style in accordance with the organizational needs and the work style of the organizational teams, to take the maximum corporate advantage.

REFERENCES

Antonakis, J., Cianciolo, A. T., & Sternberg, R. J. (Eds.). (2004).The nature of leadership. Thousand Oaks, CA: Sage.

Avolio, B. J. (1999) Full leadership development, building the vital forces in the Organizations: Thousand Oaks, C.A.: sage.

Blake, R. R. and Mouton, J. S. (1964, 1978) The Managerial Grid, Houston TX.: Gulf.

Bass, B, M. and Avolio B,J. (1993) Transformational leadership : A response to critiques. In M.M. Chemers & A R Ayman (Eds) , Leadership theory & research perspectives and directions (p.p. 49-80) Sandiego, CA: Academic press.

Bass, B. M. (1985). Leadership and performance beyond expectations. New York: Free Press.

Birasnav, M., Rangnekar,S., Dalpati, A. (2010) Transformational leadership, interim leadership and employee human capital benefits: an empirical Study. Elseveir, Science direct (2010) Procedia Social and behavioral Sciences 5 (2010) pp. 1037- 1042.

Burns J. M (1978) Leadership. Newyork. Harper & Row.

Dvir, T., Eden D., Avolio B. J. and Shamir,B. (2002). Impact of transformational leadership on followers development and performance. A field experiment. Academy of Management journal, 45 (4), pp. 735 – 744.

Eren, E., Zehir, C. and Özşahin, M., (2004), Change management effectiveness during the crises: Benchmarking industries and firms in terms of change management applications and firm performance, GBATA – Global Business and Technology Association, International Conference, Cape Town, South Africa.

Fiedler, E. (1964): A Contingency Model of Leadership Effectiveness; Journal for Advances in Experimental Social Psychology, Academic Press 1, 12, 149-190

Grint, Keith (1997). Fuzzy management, contemporary ideas and practices at work. Oxford University Press.

Hersey, P. and Blanchard, K. H. (1977) The Management of Organizational Behavior 3e, Upper Saddle River N. J.: Prentice Hall.

Kazmi,A., Takala,J. (2012). Entrenching Strategic Competitive Advantage through Transformational Leadership! . 3rd International Conference on Industrial Engineering and Operations Management. Istanbul, Turkey. pp. 2517-2526.

Kazmi,A., Takala,J. (2012). `Individual Differences` in work force substantiate greater levels of Operational responsiveness through Transformational Leadership. International Conference on Business Strategy and Organizational Behaviour (BizStrategy). Bali, Indonesia. pp. 50-55.

Kazmi,A., Kinnunen,T. (2012). Deep Leadership Coaching Effectiveness`, in a Corporate

Scenario, Constitutes Proactive Leadership Solution for `Optimal Team Formation. *European Journal of Social Sciences*. 31 (2), pp. 166-189. ISSN 1450-2267.

Kazmi, A., Takala, J. (2011), `Aiming for effective Industrial Operational Management through Transformational Leadership - Quest for the best fit as an Optimal Team!`)", in proceedings of the 10th International Conference of the Academy of HRD (Asia Chapter) , held on December 3-6, 2011 in Kuala Lumpur, Malaysia. ISBN: 978-967-960312-5.

Kazmi, A, Naaranoja, M, Takala, J (2013). "Diverse Workforce Supported Through `Transformational leadership` ensures higher operational responsiveness ",*Gstf- Global Business Review,*2(4). PP 72-80

Kazmi, S. A., & Naaranoja, M. (2013). Connecting Individual Differences in Workforce to Organizational Creativity through Transformational Leadership for Corporate Transformational Effectiveness. Open Journal of Leadership. (2)4, 73-77. Doi: 10.4236/ojl.2013.24010.

Kazmi, A., Naaranoja, M. (2015), Cultivating Strategic Thinking in Organizational Leaders by Designing Supportive Work Environment! Procedia - Social and Behavioral Sciences. Vol. 181. Pages 43-52. doi: 10.1016/j.sbspro.2015.04.864

Kazmi, A., Naaranoja, M. (2015), Innovative Drives Get Fuel from Transformational Leadership's Pied Pipers' Effect for Effective Organizational Transformation! Procedia - Social and Behavioral Sciences. Vol. 181. Pages 53-61. doi: 10.1016/j.sbspro.2015.04.865

Kazmi, A., Naaranoja, M. (2015), Fusion of Strengths: T-style Thinkers are the Soul Savers for Organizational Innovative Drives and the Allied Change Processes. Procedia - Social and Behavioral Sciences. Vol. 181. Pages 276-285. doi: 10.1016/j.sbspro.2015.04.889

Mengue,B. , Auh, S. Shih ,E.(2007) Transformational leadership and market orientation: Implications for the implementation of competitive strategies and business unit performance. Elsevier, Science direct, Journal of business research 60 (2007) p.p. 314-321.

Miles, Raymond E., and Charles C. Snow. Organizational Strategy, Structure, and Process. New York: McGraw-Hill, 1978.

Rafferty A. E., Griffin, M.A (2004) : Dimensions of transformational leadership: Conceptual and extension : Elsevier, Science direct, The leadership quarterly 15 (2004) pp. 329-354.

Saaty T., (1982) The logic of priorities, Boston, The Hague/ London: Kluwer Nijhoff Publications.

Stogdill, R.M. (1974). Handbook of leadership: A survey of the literature, New York: Free Press

Takala J., Kukkola A. and Pennanen J (2008): Prospector, Analyzer, and Defender Models in Directions of Outcome in Transformational Leadership, The 17th International Conference of the Israel Society for Quality, ISAS08, Jerusalem, Israel. (8 pages)

Takala J. Leskinen J., Sivusuo H., Hirvela j., and Kekale T.: The Sandcone Model: Ilustring Multifocused Stratergies, International Journal of Management Decision, Emerald Group Publishing Ltd. Vol. 44 No 3 2006, pp 335- 345. www.emeraldinsight.com /0025-1747. html

Whittington ,J.L, Goodwin ,V. L , Murray B. (2004) Transformational Leadership, goal difficulty and job design: Independent and and interactive effects on employee outcomes: Elsevier, Science direct, the leadership quarterly 15 (2004) p.p 593-606.

Zhu,W, Chew, I.K.H., Spangler, W.D (2005): CEO transformational leadership and organizational out comes: The mediating role of human-capital-enhancing human resource management: Elsevier , Science direct, The leadership quarterly 16 (2005) p.p. 39-52.