

Organizational Triangulation and Leadership Pluralism: The Audacity of Innovation

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Abstract: *This study seeks to examine the impact of leadership traits on public organizational performance. The views presented by scholars and practitioners in the social sciences argued that there is no relationship between transformational leadership traits and organizational performance in the public sector organizations. The study used correlation and regression analysis to identify the gap that exist within the variables under investigation. Four public sector organizations in the Virgin Islands were used to conduct the research. The purpose of this quantitative research is to develop a model of leadership style that best facilitates effectiveness in quasi-government agencies. The aim of the research is to understand its association with a given organizational internal structure framework by mapping the relationship between a specific leadership style that best synergized with an organizational structure thereby enhancing organizational performance. This framework will improve management's ability to diagnose the compatibility between its leaders and the firm's corporate culture. It is observed that by developing a model of leadership style and understanding its association with a given organizational internal structure framework, it will improve management's ability to diagnose the compatibility between its leaders and the firm's strategic objectives. The findings revealed that transformational leadership traits have significant impact on organizational performance.*

Key word: *Leadership traits, Public sector, Organizational performance*

I. Introduction

Eisenbach, Watson, and Phillai (1999) articulated that leadership has sustained the interest of both managers and scholars given the potential for extraordinary outcome. Additionally, Eisenbach et al. (1999) argued that the new millennium warrants the continued search and development of models of leadership such as “transformational, charismatic, and visionary leadership which focus on organizational transformation” (p. 80). Eisenbach et al. found that transformational leadership styles are projected to be aggressively researched given their potential contribution to the business and political environment. It was also argued that while an organization's performance depends on leadership and a strong committed organizational culture, to date there has been little integration of these two bodies of literature. It was further asserted that recent theoretical research has attempted to integrate change as a contextual variable influencing transformational leadership and receptivity level. However, Eisenbach et al. (1999) did not address the issue of the capability of transformational leaders as a requirement to galvanize the change process thereby improving the quality of service and the overall organizational performance.

Further, aligning an organization specific environment with the optimum leadership style will significantly maximize the leader's effectiveness and enhance the organizational performance. Understanding the dynamics associated with leadership and an organization's internal environment will enable the organization to acquire new knowledge in designing and restructuring their internal structure selecting their human resources, and improving the organizational effectiveness. As Schimmoeller (2006) asserted, “it is imperative that an organization understands its specific type of leadership style best matches the organization's environment for successful transition to occur” (p. 2).

This paper examined the independency of leadership traits on organizational performance in quasi-government organizations in the Virgin Islands by studying the selection process used by the executive branch when appointing executive leadership in government agencies.

II. LEADERSHIP DEFINES

What is Leadership? De Pree (1989) defines leadership as “a concept of owing certain things to the institution, a way of thinking about institutional heirs, and a way of thinking about stewardship as a contrast to ownership” (p. 66). However, Kouzes (2003) argued that the definition and opinion regarding leadership are many and diverse, and as such, no single style of leadership is perfect for every situation. Thus, a chronology of leadership styles, documented in various scholarly literatures, will help to explain the diversity that exists within the body of knowledge. The seminal research of well-known scholars represented leadership theories as Reframing Leadership (Boldman & Deal, 1997); and Situational Leadership (Hersey & Blanchard, 1998). There are also the contingency models such as Servant Leadership (Greenleaf, 1997); Transformational and Transactional Leadership (Bass, 1985; Burns, 1978) which conceptualized the principles of ethical and moral obligations to followers, and the overall growth and development of organizational members, corporations and society both in the public and private sector. It was further argued that leadership is not limited to executives at top levels of organizations. Hersey and Blanchard (1998) argued that leaders at all levels of the organization should have the diagnostic ability and adaptability if they are to be successful in leading across diverse situations. An important contribution to the theory of leadership came from Burns (1978) and Bass (1985) when a comprehensive analysis was made from the research findings into the behaviors of political leadership. Their research showed that political leadership can be defined as transactional or transformational. Additionally, Bass (1994) argued that transformational leaders act as role models for their followers, motivate and inspire followers through team efforts, challenge and stimulate their followers intellectually, and facilitate personal development and growth in their followers. Schimmoeller (2006) articulated that transformational leaders may be more effective in aligning organizations’ philosophical objectives with their expected performances, when compared to transactional leaders whose influences are impacted by contract terms with their followers.

According to Bass (1999), transformational leadership refers to the ability of the leader to move followers beyond their “self-interest through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration” (p. 11). Transformational leaders seek to elevate their follower’s immediate needs and concerns transforming both the follower and leaders to a higher level of self-actualization. However, Bass (1998) later modified Burns’ (1978) theory of leadership and proposed a model with four types, namely: transformational, servant, transactional, and charismatic leadership.

III. Ethical Preference of Transformational Leaders

From an ethical perspective, transformational leadership theory holds a great promise for leaders both in the public and private sectors. Transformational leadership promotes strong ethics in leaders (Banerji & Krishnan, 2000) by motivating and uplifting moral values in human conduct and ethical aspirations for both leaders and followers. Further, transformational leadership has consistently been shown to be superior to transactional leadership with respect to criteria such as trust and respect for those who are being led (Duckett & Macfarlane, 2003).

There are several reasons why transformational leadership facilitates the development of trust in the leader. First, there is a need for leaders to be seen as credible if they are to gain the trust of their followers. Inconsistency between words and actions decreases trust, whereas consistency between one’s values and deeds create perceptions of credibility (Casimir, Waldman, Bartram & Yang, 2006). Second, the leader’s ability to carry out the assigned task may be essential to build followers’ confidences, which in turn may help to engender trust due to the perceived confidence that the followers have of the leader. Casimir et al. (2006) noted that competence is the nucleus of trust and it is essential for good decision making. Third, trust in the leader transcends from the follower’s confidence in the leader’s intentions and motivations to the leader’s concerns for the follower (Casimir et al.). Bass (1999) conceptualized this trust as individualized consideration, or sincere concern, about the welfare of individual followers.

Authentic transformational leaders have several common factors worthy of mentioning. These phenomenons can be categorized as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Banerji & Krishnan, 2000; Bass & Avolio, 1994; Bass, 1999; Bass & Steidlmeier, 1999; Bass & Simons, 1999; Nahavandi, 2006).

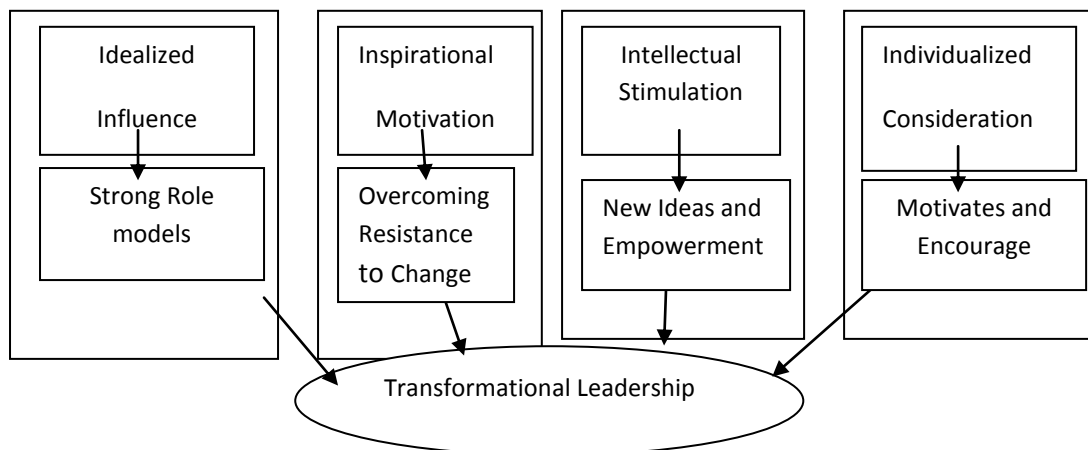


Figure 7 Transformational Leadership Factors

IV. The Development of Transformational Leadership

The transformational leadership theory was first introduced by Burns (1978) who was analyzing political leadership in public sector organizations (Barbuto, 2005; Ilies, Judge & Wagner, 2006). The theory suggests that some leaders, through their personal traits and their relationships with followers, go beyond a simple exchange of resources and productivity but seek to develop and empower individuals to their fullest potential (Nahavandi, 2006, p. 240). Transformational leadership is a process that changes and transforms followers. It focuses on individual's emotions, values, ethics, standards, and long-term goals (Avolio, Bass & Jung, 1999), and it assesses the motives of followers, with an aim in satisfying their need, and in treating them with dignity and respect (Banerji & Krishnan, 2000; Barbuto, 2005; Bass 1999). From a comprehensive standpoint, transformational leadership has the elements of a wider range of leadership styles. The leadership theory can be employed to influence followers on an individual and group level, and it can also be instrumental in influencing an entire organization and its culture (Burns, 1978).

4.1 Idealized Influence

Charisma or idealized influence describes leaders who act as strong role-models for followers, and whom followers seek to emulate. These leaders have very high standards of conduct, moral principles and ethical values (Aronson, 2001). They also provide their followers with a clear vision and a mission for their organizations and, in turn, earn a high degree of respect and trust by their followers (Bass & Avolio, 1994; Bass, 1999; Bass & Steidlmeier, 1999; Bass & Simons, 1999; Nahavandi, 2006).

1.2. Inspirational Motivation

The second factor in the transformational leadership framework, is inspirational motivation. This factor articulates the importance of leaders communicating high expectations to followers, inspiring and motivating them by providing meaning and challenge to their followers' work so that they can develop a shared vision in the organization (Bass & Avolio, 1994; Bass & Steidlmeier, 1999; Kouzes & Posner, 2002). Further, the inspirational appeal of transformational leaders brings out the best efforts in followers such as harmony, charity and good works. The leader develops team spirit in followers who in turn display enthusiasm and optimism in achieving organizational goals (Bass & Avolio, 1994; Bass & Steidlmeier, 1999).

1.3. Intellectual Stimulation

Bass and Steidlmeier (1999) argued that the intellectual stimulation factor of transformational leadership "incorporates an open architecture dynamic into a process of situation evaluation, vision formulation

and patterns of implementation” (p. 6). However, by inspiring a shared vision, leaders encourage followers to view problems from different perspectives in order to develop new solutions. The charismatic bond provides support and encouragement for followers and prevents them from feeling isolated. Intellectual stimulation is also exhibited when the leader facilitates the efforts of followers to become more innovative and creative by questioning assumptions, reframing problems, and developing new strategies to resolve organizational challenges. The transformational leader facilitates individuals’ attempts in developing new initiatives, and there is no public criticism of individual’s mistakes even though they differ from their leaders’ ideas (Bass & Avolio, 1994; Tucker & Russell, 2004).

1.4. Individualized Consideration

The individualized consideration factor is representative of the leader who provides a supportive climate in which he / she listened to the individual needs of the follower. The transformational leader treats followers with respect and facilitate individual growth by providing coaching, mentoring and growth opportunities (Bass & Avolio, 1994; Bass & Steidlmeier, 1999). The leader may utilize a variety of methodologies such as delegation to help followers accomplish their tasks and grow through personal challenges in the organization. Finally, like the other leadership models and theories examined by scholars and practitioners, it is prudent to present the arguments in support of the strengths and weaknesses of transformational leadership. First, proponents (Bass & Avolio, 1994; Northouse, 2004) argued that transformational leadership has been widely researched from many different perspectives by prominent leaders both in the public and private sectors, since its inception in the 1970s. Northouse (2003) noted that an analysis of all the articles published in the *Leadership Quarterly* over the past decade showed that 34% of the articles were about transformational /charismatic leadership; and well over 200 theses, dissertations, and research projects were conducted using transformational leadership. Second, transformational leadership has intuitive appeal. This leadership style describes the aggressive approach leaders take in advocating change for others, and this concept brings to fruition the dynamic personalities society associate with leadership (Bass & Steidlmeier, 1999). Third, transformational leadership treats leadership like a process that occurs between followers and leaders (Bass & Avolio, 1994; Northouse, 2004). The fact that the process incorporates the leaders’ and the follower’s needs, transformational leadership is considered a shared process that emerges from a symbiotic relationship between leader and follower.

V. Servant Leadership

The servant-leader is one who is entrusted into a leadership position and who places emphasis on being a servant first for his/her followers (Greenleaf, 1977; Kouzes, 2003; Smith, Montagno & Kuzmenko, 2004). This style of leadership is one in which the leader places the interest of the followers before himself / herself, while emphasizing personal development and empowerment of followers. The servant-leader facilitates followers in achieving their shared vision, and challenges the dysfunctional process thereby bringing about organizational change (Kouzes & Posner, 2002; Smith et al., 2004). Greenleaf (1997) asserted that the servant-leader facilitates individuals and groups within an organization by providing resources and support without any intention of being recognized or acknowledged for the contributions. Through the benevolent approach of serving others, these individuals are often encouraging to take the leadership position for the group.

According to Greenleaf (1997), servant-leaders are not motivated to become leaders, but are thrust into leadership positions by the consensus of the groups and in response for the need of strategic guidance for group success. Greenleaf (1997) further argued that there is a contrasting difference between the servant-leader and the traditional models of leadership, in that the latter involve individuals who aspiring to lead others. Kouzes (2003), and Smith et al. (2004) argued, however, that the servant-leader is attributed with displaying a variety of special skills like listening attentively, articulating and communicating ideas effectively.

The strengths associated with servant-leader can be summarized by analyzing the contributions individuals make to people, organizations and society. First, servant-leader advocate for the development of people by encouraging followers to aspire to what Maslow termed as self-actualization. Second, the servant-leader is one who indulges in community developments by contributing personal resources and time without expecting any rewards. Third, servants-leaders who are entrusted to take the position of leadership first seek to empower followers by sharing power and status for the common good of each individual, the total organization, and the stakeholders of the organization (Kouzes, 2003).

On the other hand, the servant-leader model is criticized for lack of a clear definition. The model focused instead “on specific behavior of a servant-leader, and on the influences that the servant leader has on

followers” (Smith et al., 2004, p. 3). Finally, the servant-leader failed to illustrate how the performance of the organization can be enhanced by empowering individuals and groups, and it was also evident that the well-being and needs of the members are placed in a higher priority than the organizational success.

VI. Transactional Leadership

The Transactional leadership is based on the premise of exchange between leaders and followers (Avolio, Bass & Jung, 1999). The leader encourages followers to excel in their responsibilities by providing them with resources and rewards in exchange for motivation, productivity and effective task accomplishments (Banerji & Krishnan, 2000; Barbuto, 2005; Burns, 1978; Eisenbach et al., 1999; Nahavandi, 2006). The transactional leadership theory further asserted that the followers rely greatly on the leader to receive certain valued outcomes when they comply with their leader’s expectations. The argument is that when the job or the work environment of the follower fails to provide the necessary impetus such as motivation, direction and satisfaction, the leader will be effective by providing the necessary compensation for the deficiencies experienced by the follower (Hartog, Muijen & Koopman, 1997).

Transactional leadership is associated with four types of behaviors: Contingent reward, management by exception, passive management by exception, and laissez-fair leadership (Nahavandi, 2006). The contingency reward is a process in which leaders compensate followers for fulfilling their agreed-upon goals. These rewards can take many forms. For example, subordinates can be given compensated time for completing group projects, monetary compensation for excelling set goals, and recognition for outstanding performances. A well-managed contingency reward program can provide beneficial gains for the leader, the followers, and the organization. The second behavioral approach, management by exception (MBE), is a style of leadership in which management takes a stand-off approach by interacting less with followers, providing little or no direction, and only intervened when things go wrong. On the contrary, leaders take a very active role in the third behavioral approach denoted as active management by exception. In this approach, leaders monitor followers’ activities by providing guidance and correct mistake as they happen (Bass & Avolio, 1994; Nahavandi, 2006). In the fourth behavioral approach, defined as the ‘laissez-faire’, leaders are passive and indifferent towards followers performing their tasks, and provide practically neither encouragement nor reinforcements. Instead, heavy reliance is placed on disciplinary actions and punishment (Bass & Avolio, 1994).

Finally, despite the arguments in favor of transactional relationships in achieving performance, an exclusive focus on such exchanges and transactions with followers has been blamed for low expectations of followers and for minimal performance in organizations (Banerji & Krishnan, 2000; Barbuto, 2005; Burns, 1978; Eisenbach et al., 1999; Nahavandi, 2006). It was further asserted that transactional contracts do not inspire followers to aim for excellence; rather, they focus on short-term, immediate outcomes instead of the long-term commitment required by transformational leadership (Nahavandi, 2006).

VII. Charismatic Leadership

Charisma is defined as the ability for leaders to inspire enthusiasm, interest, or affection in others by means of personal charm or influence (Nahavandi, 2006, p. 230). Weber (1947) first describes the concept of charismatic leadership through the eyes of followers, who perceived leaders to be endowed with exceptional skills or talents (Barbuto, 2005). This definition conjures up images of politicians or organizational leaders such as Martin Luther King Jr, Mahatma Gandhi, John F. Kennedy and Nelson Mandela (Nahavandi, 2006, p. 230). These extraordinary leaders and others like them usually emerge in a context of crisis or major administrative changes (Hinkin & Tracey, 1999), thus empowering their followers and championing the call for organizational reform in government. Charismatic leaders form special relationships with their followers by inspiring a shared vision that goes beyond setting goals, using resources, and conducting business. Followers view these types of leaders as genuine and are magnetized by their characteristics (Kouzes & Posner, 2002; Nahavandi, 2006; Smith, Montagno & Kuzmenko, 2004). Research has identified three conditions that conceptualized the core elements necessary for the development of charismatic leadership (Hinkin & Tracey, 1999; Kouzes & Posner, 2002; Nahavandi, 2006) namely, leader characteristics, follower characteristics and leadership situation which can also be termed as a leadership triangle depicted in figure 6 (Nahavandi, 2006).

It has been documented that several well-established research (Bass & Avolio, 1994; Bass, 1978; Burns, 1978; Gardner, 1990; Smith et al., 2004) argued that charismatic leaders share several common personalities, behavioral characteristics, and traits as depicted in table 1. It can be further asserted that these phenomena - high degree of self-confidence, strong conviction about ideas, high energy and enthusiasm, expressiveness and excellent communication skills; active building and role modeling are also evident in other

types of leaders. However, research would also show that the combination of these key constructs is what defines the charismatic leader (Bass & Avolio, 1994; Bass, 1978; Burns, 1978; Gardner, 1990). For example, Gandhi's strong position on change and reformation in India, and Martin Luther King Jr. unwavering focus on civil rights issues are examples of self-confidence.

The final construct of the charismatic leadership is the situation. As depicted in Table 3, the situational phenomenon facilitates the emergence of charismatic leadership (Nahavandi, 2006). However, there are two schools of thought regarding the conditions that support the emergence of charismatic leadership. The first school argued that a community or organization must anticipate a crisis or turbulence situation that can negatively impact the functionality of the institutions (Hinkin & Tracey, 1999; Nahavandi, 2006). The crisis environment provides the opportunity for the leaders to acquire more latitude and to take on the challenge by demonstrating their ability to lead. The fact that followers view their leaders as the only candidates who can resolve the external quagmire, it is reasonable to assume that these followers crystallized the ideological vision of their leaders, and impressed upon them the need to break away from the unwanted values of the past (Nahavandi, 2006).

VIII. The Impact of Transformational Leadership Traits on Public Organizations

This study investigated the phenomenon of transformational leadership traits using the Competing Value Framework developed by Cameron and Quinn (2006). The research provided quantitative data to evaluate and analyze the various phenomena associated with organizational performance and critically examined the impact of leadership styles which is one of the major constructs that dictates organizational performance in the public sector (Creswell, 2003). The assumptions embedded in the objective of the research will add to the body of knowledge; thus, validating the arguments of scholars and theorists that there is a need for further research in the field of organizational study (Bass & Avolio, 1994; Cameron & Quinn, 2006; Eisenbach et al., 1999). In formulating a model for studying leadership styles it was necessary to identify with the pertinent hypotheses that will guide the research questions.

Having represented the hypothetical premise, the investigation of transformational leadership style and its impact organizational structure and performance it would be necessary to answer the following questions (Cameron & Quinn, 2006):

The following hypotheses provided a procedural process of the intended research questions of the study.

Ho: There is no linear relationship between leadership traits and organizational performance as defined by the Competing Values Framework.

Ha: There is a linear relationship between leadership traits and organizational performance as defined by the Competing Values Framework.

IX. Research Methods

The surveys were distributed to all full-time employees in four (4) public sector agencies of the United States Virgin Islands. The agencies surveyed were the Department of Public Works, Bureau of Motor Vehicles; Virgin Islands Fire Services, and the Virgin Islands Waste Management Authority. The participants were given hard copies of the survey to complete with instruction to return the completed copies in sealed envelopes to ensure confidentiality and anonymity. The completed data were keyed into a computer program using both Microsoft Excel and SPSS spread sheets to secure the data and to further preserve anonymity of the responses.

The full-time participants of all four agencies received hard copies of a letter asking them to complete the survey by answering questions about their demographics; their organization's leadership and management styles of their immediate supervisors, and their organization's culture. A total of 220 surveys were distributed with 200 returning. Of the 200 that returned, nine (9) were rejected due to insufficient data resulting in 191 usable surveys yielding a response rate of 96%. For example, only the demographic sections of 4 surveys were completed, with another 2 surveys incorrectly distributing the points for OCAI. Note: respondents scored all items on the scale 100 points.

10.1 Data Analysis and Interpretation

The data was analyzed in three stages: demographics, factor analysis, and regression analysis. First, the data was examined using descriptive statistics to understand the samples without testing the hypotheses. The age of the respondents ranges from 22 to 55. The mean age was 42.3 years with a standard deviation of 11.72. Gender was 34% male and 65% female. 98 % of the respondents reported full-time tenure with their agencies with a mean of 9 years. 5% of the respondents reported tenure with less than 5 years, while 3% reported tenure with less than 1 year. Although the demographics were incorporated into the data set, they were only used to better understand the sample, and were not used in the analysis of the questionnaires. The results of the sample showed that the respondents were mostly females, well-experienced and have a long tenure with their organizations.

Second, an aggregated variance analysis was conducted on Transformational Leadership Traits to identify those items that were appropriately correlated to Organizational Culture Types using variance procedures. First, the mean score for each of the six transformational leadership scales was calculated, then a comparison of the means was conducted for each item to evaluate the appropriateness of each score (i. e statistically significantly higher on the appropriate definition utilizing t-tests; $p < 0.05$). The analysis indicated that the sample size was adequate for assessing the practical significant differences between the means which is consistent with each observation represented in Table 1 below. The analysis also indicated that the mean scores of Organizational Effectiveness (Org. Eff.) = 37.50; Idealized Influence Behavior (IIB) = 37.50; and Inspirational Motivation (IM) = 43.75; are significant when compared to Organizational Performance. Intellectual Stimulation (IS); Individualized Consideration (IC) and Idealized Influence Attributes (IIA), reported less significant with 29.88; 30.42; and 29.17 respectively.

A test of Correlation was used to measure the relationship between transformational leadership traits and Organizational Performance. The MLQ measures leadership constructs as argued by (Bass & Avolio, 1991). The components of the MLQ measuring transformational leadership are: Idealized Influence (Behavior), Inspirational Motivation; Intellectual Stimulation; Individualized Consideration and Idealized Influence (Attributes); Servant leadership; Transactional leadership; Charismatic leadership; formed an overall composite score for transformational leadership depicted in Table 2 below. This study utilized the component factor analysis with varimax rotation to measure the correlation between the nine (9) different factors of transformational leadership consistent with Bono and Colbert (2005) and Schimmoeller (2006). The reliable coefficient had an alpha score of .71 and the inter-correlations were high as depicted in Table 2. The inter-correlations range from .010 to .841 with a p-value greater that ($p > .05$) which indicates that the components of transformational leadership and organizational leadership styles are not independent of each other in this study.

L. Traits	Servant	Transactional	Charismatic	Org. Performance
Org. Eff.	14.17	32.5	10.83	37.50
IIB	14.17	32.5	10.83	37.50
IM	14.72	16.72	19.22	43.72
IS	23.52	18.08	23.07	29.88
IC	7.50	19.16	36.25	30.42
IIA	16.67	19.00	25.83	29.17

Table 1 A comparison of means leadership styles types with Transformational leadership traits

This study also found strong correlations with transformational leadership traits and organizational leadership styles in public sector organizations as depicted in Table 2. The links are positively related with Servant leadership 3.333; Transactional leadership 0.476; and Charismatic leadership .268, .232 respectively. What was surprising, is the positive link between Org. Performance .322, and .447, and transformational leadership traits in public sector organizations which Cameron and Quinn (2006), asserted is more prominent in private sector organizations. It should be noted that the links were related significantly at the stated .05 level of significance,

and the P- values were also significant between the correlation’s coefficients. The implications of these findings from the standpoint of management, and their impact on organizational effectiveness will be discussed in the recommendations.

This study used the Multifactor Leadership Questionnaire (MLQ 5X), to collect data from 191 full-time employees in four public sector organizations. The MLQ 5X developed by Bass and Avolio (1994) was used to define leadership traits as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Regression analysis measured the relationship between the independent variable and the dependent variable. The most significant findings of this study were that transformational leadership traits are positively correlated with Servant 3.333; Transactional 0.476; and Charismatic leadership types .268, respectively. What was surprising, however, is the positive link between Org. Performance .447 and transformational leadership styles in public sector organizations, which Cameron and Quinn (2006) asserted is more common with leadership in private sector organizations. This finding can serve as a model framework in public sector organizations for political leaders that supports matching effective leadership styles with organizational structure in order to enhance performance. The positive correlation between Servant and Charismatic was expected with transformational leadership traits. The analysis further revealed that the traits of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

	Servant	Transactional	Charismatic	Org. Performance
Idealized Influence Behaviour				
Correlation coefficient	3.333*	-0.367*	-0.257	0.268
p-value	0.000*	0.022*	0.142	0.114
Inspirational Motivation				
Correlation coefficient	-0.362*	0.339*	0.322*	-0.328*
p-value	0.002*	0.001*	0.005*	0.003*
Intellectual Stimulation				
Correlation coefficient	-0.226	-0.419*	0.447*	-0.358*
p-value	0.176	0.006*	0.008*	0.028*
Individualized Consideration				
Correlation coefficient	0.476*	-0.459*	-0.169	0.232
p-value	0.001*	0.001*	0.241	0.096
Idealized Influence Attributes				
Correlation coefficient	-0.196	-0.538*	-0.078	0.530*
p-value	0.160	0.000*	0.579	0.000*

Table 2 Correlation of Organizational Culture and Transformational Leadership Traits

What was unexpected, however, is the strong association with Organizational performance which demonstrated that leaders with transformational leadership characteristics are considered to be dynamic, entrepreneurial, and exhibits the organization as a creative place to work; compounded with the argument that such leaders are result oriented, competitive, and goal-oriented (Cameron & Quinn, 2006; Hooijberg & Petrock, 1993).

Finally, this study corroborated the fact that organizational structure impacts the ability of leaders to improve organization performance as evident by the symbiotic relationship of each construct. The five elements of transformational leadership correlated positively with the four phenomena of organizational performance. The analysis of the various component parts of transformational leadership made it possible to evaluate the correlation, which would have otherwise been difficult to assess.

X. Leadership Implications

There are several important managerial and leadership implications derived from this research for public sector organizations. The major implications that can add to the body of knowledge will be highlighted in this section.

First, this study supported the empirical research by Avolio and Bass (1995); who asserted that Transformational leadership is better adapted in large organizations and government agencies, as evident by standardized procedures, multiple hierarchical levels and an emphasis on rule enforcement. However, this study adds to the body of knowledge by unexpectedly discovering that transformational leadership traits have a significant impact on organizational performance, thus supporting the assumption that these leaders exhibit visionary and inspirational behaviors. This finding also supports Avolio and Bass (1995); and Bass and Avolio (1994) research that successfully argued the case that transformational leaders are effective change agents and followers are more motivated to perform by an inspiring vision from transformational, charismatic leaders than by the promise of rewards based on performance.

Second, from a practical standpoint, it is useful for leaders in public sector organizations to understand the positive correlation between transformational leaders and the organizational cultures. The understanding of this framework, as discovered by this study, can greatly enhance organizational performance by articulating a clear and aggressive strategy which ultimately will lead to productivity and efficiency (Cameron & Quinn, 2006; Hooijberg & Petrock, 1993). The implementations of these findings will enable leaders to communicate on where the organizations are going; develop the skills and abilities of subordinates; and encourage innovative problem-solving. Similarly, with this framework, Timothy et al. (1999) conceptualized that it is these leadership behaviors that can truly transform organizations from a static environment to a more efficient and effective workplace.

Third, previous research has found transformational leadership to be positively correlated with the leader's satisfaction, effectiveness of the leader, role clarity, mission clarity, and openness of communication (Hinkin & Tracey, 1999). Similarly, Yukl (1994) described transformational leadership as influencing major changes in public sector organizations' members and building commitment for the organizational objectives. Consistent with the findings of Timothy et al. these studies should lead us to question whether or not more emphases should be placed on evaluating the mindset of political employees when they are appointed to leadership roles in public organizations.

XI. Conclusion

This study hypothesized and proved that transformational leadership traits have a significant positive impact on organizational performance. This study confirmed that Transformational leaders possess the ability to effectively enhance organizational performance. The research also examines the correlation of other leadership styles such as Servant, Transactional, and Charismatic with organizational performance to a lesser extent. Further study is recommended using Transformational Leadership Traits in other public and private sector organizations so that leaders can fully understand and appreciate the appropriate traits that will effectively enhance performance in specific for profit and non-profit organizations.

This research found that public sector organizations are dominated by Servant, Transactional, and Charismatic leadership types. The four organizations studied in this research have been characterized by one or more of the four leadership types identified by the framework, and they demonstrated a strong correlation to the transformational leadership traits in that these leaders are proficient in organizing, controlling, monitoring, administering, coordinating, and maintaining efficiency. The Servant and Charismatic leadership's styles also demonstrated strong correlations with transformational leadership as it relates to team builders, facilitators, nurturers, mentors, and supporters. Further research however, is required to investigate the correlations between the transformational leadership traits, and organizational leadership styles focusing on organizational performance in the private sector.

This study also found organizational effectiveness to be positively correlated with transformational leadership and organizational culture which is consistent with the research conducted by Hinkin and Tracey (1999), that also found transformational leadership to be positively correlated with satisfaction and leader's effectiveness. There was insufficient evidence, however, to conclude that effectiveness depends on organizational culture types with $p > .05$. Future research should involve a closer examination of the correlation between organizational performance and transformational leadership traits in public organizational environments.

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