

**TRANSFORMATIONAL LEADERSHIP FOR BETTER  
ORGANIZATIONAL PRODUCTIVITY: AN EXPERIENCE AMONG  
THE EMPLOYEES OF INDIAN AIRLINES**

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**ABSTRACT**

*The concept of leadership has gained a large amount of attention in recent years. In this research researcher tried to investigated the relationships between transformational leadership and organizational productivity in the field of aviation industry. First, it reviewed a discussion on the problem of organizational leadership from the perspective of the transactional-transformational model, particularly the arguments of researchers such as Burns and Bass. It examined the components of transformational leadership, and then investigated several approaches regarding the conceptualization and measurement of organizational productivity. Finally, it looked at the controversy concerning the impact of transformational leadership upon organizational productivity. It argued that greater transformational leadership seems to be at least indirectly related to a higher degree of organizational productivity. With this in mind the researcher had put a bird's-eye view towards the aspects of transformational leadership. Where an organization like Indian Airlines, human resource has been treated as the most valuable resource of the organization, where leadership is an important factor which drives the human beings to strive for achieving the desired objectives. By keeping this in mind the researcher has put his effort to study on the different styles of leadership existing inside the organization. The researcher also spends his valuable time to analyze and study on the impact of transformational leadership for organizational productivity. The researcher also put an extra effort to find out the factors that transforms a leader for attaining better organizational productivity and also to give*

*recommendations and suggestions for improving the style of leadership and there by attaining organizational productivity*

**Key Words:** *Transactional Leadership, Transformational Leadership, Organizational productivity*

## **Introduction**

Some efforts have been made to study the relationship between leadership, particularly transformational leadership, and organizational productivity. But there is still controversy over whether transformational leadership has a positive impact on organizational productivity. Recent studies conducted on the relationships between transformational leadership, organizational culture, and organizational productivity revealed that there was no significant relationship between transformational leadership and organizational effectiveness. But it is suggested that apart from transformational leadership the subordinates play an important role in the determination of an organization's Productivity. Studies on relationships between transformational leadership and organizational effectiveness are controversial as well. But it seems that leadership has at least an indirect impact on organizational effectiveness. Further empirical research and theoretical exploration needs to be conducted in order to gain a better understanding of the topic A study on this topic will enlighten many of us to get a clear cut idea about the importance of motivation in this globalized era.

## **Objectives of the Study**

### **General Objective**

To study on the impact of transformational leadership for better organizational productivity.

### **Specific Objectives.**

- To analyze the present situation regarding the transformational leadership existing in Indian Airlines.

- To present a bird's eye view about the transformational leadership at various level in Indian Airlines.
- To study on the different styles of leadership existing inside the organization.
- To find out the factors that transforms a leader for attaining better organizational productivity.
- To study the impact of transformational leadership for organizational productivity.
- To give recommendations and suggestions for improving the style of leadership and there by attaining organizational productivity.

### **Results & Discussions**

- From the data collected, it is inferred that out of the total respondents majority are of the opinion that the leaders don't think out of the box. Many of their leaders are not having innovative ideas. This will affect the Organizational development.
- From the data collected, it is seen that out of the total respondent's majority are of the opinion that the leaders inside the organizations are not good communicators. This will affect the overall functioning of the organization and thereby affect the Organizational Development
- From the data collected, it is seen that out of the total respondent's majority are of the opinion that the leaders inside the organizations cannot inspire the subordinates. This will affect the overall functioning of the organization and thereby affect the Organizational Development
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- From the data collected, it is inferred that out of the total respondent's majority are of the opinion that the leaders inside the organizations have social skills. This will pave the way for Organizational Development.

- From the data collected, it is inferred that out of the total respondent's majority are of the opinion that the leaders inside the organizations have little emotional stability. This can create conflicts and will have a negative impact on the Organizational Development.
- From the data collected it is inferred that out of the total respondent's majority are of the opinion that leaders are less empathetic. This can create conflicts and will have a negative impact on the Organizational Development.
- From the analysis of the collected data, it is inferred that out of the total respondents majority are of the opinion that the leaders don't think out of the box. Many of their leaders are not having innovative ideas. This will affect the Organizational development.
- From the analysis of the collected data, it is seen that out of the total respondent's majority are of the opinion that the leaders inside the organization are resistant to changes. This will adversely affect the overall development of the organization.
- From the analysis of the collected data, it is inferred that out of the total respondent's majority claimed that leaders never stands as role models for the subordinates & employees. This will adversely affect the overall development of the organization.
- From the analysis of the collected data, it is inferred that out of the total respondent's majority are of the opinion that leaders are not give individual attention to the subordinates. This can create conflicts and will have a negative impact on the Organizational Development.
- From the analysis of the collected data, it is seen that out of the total respondent's majority are of the opinion that the leaders inside the organizations are not good in taking decision. This will affect the overall functioning of the organization and thereby affect the Organizational Development
- From the analysis of the collected data, it is inferred that out of the total respondent's majority are of the opinion that the leaders inside the organizations will not stimulate & encourage the subordinates. This will have a negative impact on the Organizational Development.

### **Recommendations of the study**

- ❖ Leaders should be capable of taking calculate risks as maintaining status co leads to complacency and mediocrity.
- ❖ Innovation is the need of the other only when a leader is innovative can he find opportunity in every crisis. Innovation is also to do with finding new application for old ideas which cannot be discarded. Therefore the leaders should think out of the box.
- ❖ The leaders in the organization should set their own standards and compete with themselves and not with others.
- ❖ The leaders should set as a role model to the subordinates & also to the organization. The leaders should involve in all the activities of the subordinates and also should inspire the members in the group of the organization.
- ❖ Leaders should test the assumptions and be prepared to change them but at the same time they should stick to their convictions.
- ❖ In large organization the leaders should be willing to share their power and control so that leadership is encouraged at various levels.
- ❖ Leaders need to have high level of commitment to the organizational goal and perseverance to achieve the goal inspite of all impediments.
- ❖ The Leaders inside the organization should communicate among the subordinates clearly so that there should not be much confusions inside the organization for this the organization should have a implement a good & systematic communication system.
- ❖ Leaders need to realize that while setting the vision, values, mission and major goals, the pyramid should be upright where the boss is responsible and the subordinates are responsive. But when it comes to implementation the pyramids needs to be turned upside down so that the roles are reversed – the people become responsible & management responsive to them.
- ❖ To be able to deal effectively with complexities of change in a more flexible manner, leaders of the future should posses cross functional rather than narrow functional knowledge & expertise. In other words you must continue to gain expertise, but avoid

thinking like an expert. Acquisition of knowledge should be viewed as a lifelong experience and not a collection of facts or skills.

- ❖ First & foremost leaders of the next century need to radically change their mind set because the leadership traits and qualities which were very important till now may not stand the rest of time in the years to come. In keeping with changing times it is important that leaders develop their adaptive capabilities.

### **Conclusion**

In this study researcher strongly believes and infers that the leadership improvement in both employers & managers can develop definitely organizational effectiveness in terms of productivity. This study identified areas like decision making and communication system, group dynamics and organization change as the key areas requiring urgent action. Opportunity for development and career advancement is need in the organization. From the study it is realized that employees show very high preference for recognition and rewarding of performance. If employees are given high recognition for their performance, their performance will improve and it will increase productivity. This will be only possible when the managers have leadership skill. The analysis revealed that, there are some positive factors which exist in the organization regarding motivation; the researcher has given various suggestions, which if implemented at Indian Airlines., can improve the leadership style for better organizational productivity.

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