

Impact of transformational leadership on Organizational success at SZABIST Islamabad

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Abstract

In today's rapidly changing business environment, organizations are increasingly recognizing the pivotal role of leadership in driving success and maintaining competitiveness. Among several leadership philosophies, transformational leadership has attracted a lot of interest due to its capacity to encourage innovation, inspire and motivate staff, and establish a change-adaptive organisational culture. Although a lot of study has been done on the connection between leadership and organisational success, transformational leadership in particular continues to be a key topic of interest in modern organisational research. The research methodology used for the study was a descriptive survey with a quantitative approach. 155 department heads from SZABIST in Islamabad participated in the study. The census method was used to choose the study's sample. A self-made questionnaire was used to collect data from 155 SZABIST Islamabad leaders. Among the inferential statistics utilised to interpret the collected data were frequency, percentage, and mode. The study came to the conclusion that transformational leadership practices have an impact on important organisational outcomes, such as productivity, job satisfaction, employee engagement, and overall organisational performance. It also explores the ways in which transformational leadership promotes organisational success and the circumstances in which its impacts are most noticeable. This study intends to advance knowledge of the crucial role transformational leadership plays in attaining long-term organisational success in a changing business environment by an extensive examination of pertinent literature and empirical evidence. Ultimately, this research seeks to provide insights for both practitioners and scholars in understanding how transformational leadership can be leveraged to drive growth, innovation, and competitive advantage within modern organizations.

*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

Keywords: Transformational leadership, Organizational success, Organizational performance, Strategic leadership, Competitiveness, Leadership impact

Introduction:

Transformational leadership, according to Marshall (2011), is a leadership style in which the leader decides what has to change, creates a strategy to get there, and then implements the strategy. Those that inspire and motivate their people to achieve extraordinary things and develop as leaders are known as transformational leaders. Transformational leadership is one style of leadership that embraces change (Money, 2017). A key component of transformational leadership theory, according to Krishnan (2005), is the leader's ability to motivate followers to go above and beyond their initial goals.

The fact that education has always been the foundation of any country, and the growing body of empirical study on the subject, there is a dearth of studies on transformational leadership in services, particularly in higher education institutions. Investigating the connection between transformational leadership qualities and organizational efficiency in higher education is the aim of this study.

Problem Statement:

Successful organisations link the names of competent and skilled managers with them because they are the lifeblood of the business and their ideas are constantly flowing. These managers include those like Dell, Toyota, Bill Gates, and others who have been successful in bringing their businesses to the global arena and maintaining them there. How these managers were able to get such a high degree of performance and expertise is the main question. Research indicates that an organization's success and efficacy are significantly impacted by the management style of its managers. The purpose of the study is to find out what university staff members from various divisions and areas of ZABIST, ISLAMABAD think about the impact of transformational leadership on organisational effectiveness.

Objectives of the Study:

1. To exhibit how transformational leadership and organizational success are related to each other.
2. To explain how transformational leadership can provide a structure that promotes organizational success.

Research Questions:

1. How do factors of transformational leadership and organizational success in higher education sector of Pakistan relate to one another?
2. How does transformational leadership affect organizational success in higher education institutions of Pakistan?

Significance of the Study:

To quantify the effect of transformative leadership on organisational success, local research is required. This study will advance our understanding of the connection between

*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

organisational success and transformative leadership in emerging nations like Pakistan. Future researchers will benefit from the research.

Research Gap:

The role of leadership styles in organisational success has been the subject of numerous research investigations. Nonetheless, the impact of transformative leadership on organisational success will be examined in this study.

Limitations of the Study

The purpose of this intellectually stimulating study is to make inferences regarding the process of research learning. As a result, the analysis is intended to meet the study's goals and is restricted to a relatively small sample size. It's possible that more study will be conducted in the future to increase the investigation's breadth and yield more comprehensive results. The study employed each of the four transformational leadership traits to determine which one affects organisational success.

This allowed the researchers to determine the extent to which different leadership styles impact a company's success. Because longitude data, a multi-time data collection method, was used, the study's cross-sectional data may be more complete than it otherwise would have been. The study model can also be examined in a variety of different settings and places with comparable conditions. This is something that can be done.

Literature Review:

Transformational leadership

Al Shammari (2020) asserts that the concept of transformational leadership embodies a number of leadership qualities, such as the ability to anticipate and address future demands and obstacles, manage long-term issues and opportunities, carry out a thorough analysis of internal and external organisational factors, approach organisational issues from a broad viewpoint, influence followers to put their own interests ahead of the organization's, and raise followers' awareness of the significance an A transformational leader is someone who can work closely with followers to change different aspects of an organisation through vision, action, and consequence, claims Al Saleh (2019).

In order to meet the necessary productivity targets, a leader must have the mindset and demeanor to motivate a group to collaborate more effectively. It is essentially the process by which followers and leaders pledge to accomplish objectives inside a framework of mutual trust, shared values, and a common vision (Al Rashidi, 2017). Because leaders encourage followers to seek personal growth and flexibility skills, followers and leaders maximize their mutual motivation levels throughout this process. Because transformational leadership has a strong focus on human behaviour and motivation, it dramatically alters leaders and followers as well as the performance and expansion of the business (Al Regeb, 2017).

The Dimensions of Transformational Leadership

According to Build, Martínez, and Matute (2019), some of the most crucial responsibilities of transformational leadership include raising followers' and leaders' motivation and values (Thibault, Gulseren, & Kelloway, 2019), drawing followers' attention to current issues, and

*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

offering support, encouragement, and growth opportunities. This calls on leaders to concentrate on giving followers the freedom to come up with innovative solutions to difficulties, giving them a vision for the future that encourages and motivates them to overcome the challenges of change, and, finally, strengthening their dedication to carrying out their responsibilities in an efficient manner. Lastly, transformational leaders urge their followers to adopt new attitudes and fundamental values to promote alignment with the organization's goal (Somali & Motwali, 2018).

Additionally, transformational leaders must be able to strike a balance between their own and their subordinates' future goals, giving their subordinates' requirements more weight than their own demands may currently warrant. Additionally, according to (Thibault, Gulseren, & Kelloway, 2019), transformational leaders need to be able to convince their subordinates to do duties that go beyond their own interests to advance the organization. Administrative leaders play a crucial role in managing change since companies are dynamic, fast-developing entities that require leadership with the ability to handle transitions (Al Saleh, 2019). Therefore, an administrative leader can be classified as a transformational leader if they consistently work to enhance their performance and personal abilities while managing the quickly evolving global variables of today (Thibault et al., 2019). In addition to staying up to date on the latest developments in technology and management, administrative leaders who wish to perform above and beyond expectations must also pick up new abilities that will enable them to predict and adapt to changes in the future (Somali & Motwali, 2018).

Idealized influence:

According to Okoli et al. (2021), idealized influence is the charismatic aspect of transformational leadership that involves encouraging conduct that respects one's dignity while motivating a future vision. A leader can inspire confidence, respect, and pride in those under their direction by communicating a compelling vision (Le & Le, 2021). According to Bass and Riggio (2006), followers develop a deep emotional connection and sense of identification with leaders who exhibit behavioral integrity by ensuring that their stated values and behaviors are congruent. Furthermore, leaders with a strong idealized impact exhibit moral and ethical behavior more consistently than those who act impulsively (Okoli et al., 2021).

Researchers have redefined idealized influence as idealized influence behavior (IIb) and idealized influence attributed (IIa) (Brown et al., 2017). The two sub-dimensions have distinct functions. While idealized influence ascribed (IIa) explains the leader's genuine charisma, where the leader is viewed as possessing supernatural attributes, idealized influence behavior (IIb) explains the leader's ability to function as a role model. The leader's basic activities are referred to as idealized influence behavior, while the followers' perception of the leader is referred to as idealized influence attributes (Afshari, 2021). These two sub-dimensions have brief roles, according to this thorough analysis.

The relationship between idealized influence and organizational outcomes has recently become the subject of empirical investigation. For instance, in the US, (Mgqibi & Sines, 2020) sought to ascertain the relationship between idealistic influence and the success of transformation initiatives. Using a correlational design and simple linear regression for data analysis, the authors discovered a distinct and favorable relationship between the two

*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

variables. Locally, (Kitur, Choge, & Tanui, 2020) looked into the relationship between idealized influence and secondary school students' performance. The descriptive analysis found a positive and significant correlation between idealized influence and performance.

Organizational success: Because of the unclear methodological and procedural frameworks, researchers and writers are still struggling to come up with a precise definition of organizational success. Additionally, because the concept overlaps with a few terms mentioned in the management literature, their understanding of this crucial idea is clouded. Ultimately, it alludes to the organization's overall success (Money, 2017). While some consider it a competitive or strategic success, others view it as an organisational success. Some call it an operational success, while others call it long-term success (Mahmoud, 2017; Al-Saadi, 2010). Success is viewed as the ultimate goal that organisations work to achieve through their members and organisational units, as well as by employing a range of administrative and technological strategies, according to Al-Enezi et al. (2019). To achieve their goals, stay competitive, and stay one step ahead of their competitors, organisations rely significantly on organisational performance (Ali, 2018).

According to (Kaliannan & Adjovu, 2015), organizational success reflects an organization's capacity to endure, grow, and accomplish its objectives as long as its workers and management carry out the responsibilities assigned to them to the best of their abilities.

According to (Vayyavur, 2015), however, the idea of organizational success is the presence of a successful resource planning strategy for gaining a competitive edge, and organizational characteristics can either support or obstruct good resource planning. According to (Fleck, 2009), organizational success is defined as an organization's capacity to reach its objectives through the ownership of human resources, which are distinguished by highly skilled and integrated workers who are able to share ideas during the working day in order to become united by a single objective and set of shared goals, ultimately leading to the achievement of excellence. (Kose et al., 2019) define organizational success as a multifaceted concept that can be assessed from both quantitative and qualitative perspectives regarding planned objectives, responsibilities, and activities, as well as through the interactive integration of all system components. Although success can be measured both absolute and relative, there are various kinds of success, including administrative, organizational, technical, and economic success.

Since people are the primary production factor and the organizational dimension of success is frequently demonstrated by the organizational, environmental, and human factors that the management function achieves, the administration must combine human resources with other resources to accomplish its organizational goals. According to (Salah, 2019), an organization's capacity for effective management determines its capacity to acquire reusable information, experiences, and building blocks as well as to successfully analyze its experiences and skill set and its track record of competitiveness in the same industry.

Dimensions to measure organizational success:

1. Flexibility: The ability of an organization to adjust to the demands of its external or internal environment is referred to as flexibility. It has the power to improve managerial skills and absorb emergency factors, which increases the organization's adaptability to

*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

change. It involves reacting quickly and effectively in a way that is appropriate for circumstances, including emergencies and, shockingly, prevailing conditions (Shalender, 2015; Madhani, 2013). Operational, tactical, and strategic flexibility are three facets of the multifaceted concept of flexibility. Internal flexibility is exemplified by an organization's capacity to adjust to environmental demands, and external flexibility is exemplified by its capacity to mobilize and modify its resources to swiftly when faced with emergencies and abrupt changes, the organization must be able to adapt, react, and regain equilibrium while staying on the right path. (Zaki, 2019); According to Maghribi (2018, 106), flexibility refers to an organization's capacity to modify its organizational structure in response to shifts in the number of workers. According to (Saadi ,2019), an organization lacks flexibility when it refuses to acknowledge the presence of one stable structure and instead accepts change and modification in response to shifting environmental conditions and anticipated organizational complexity. (Dreyer & Granhuag ,2004) and (Dibrell et al. ,2007) assert that flexibility is critical to preserving an organization's efficacy and efficiency considering changing external conditions and internal challenges.

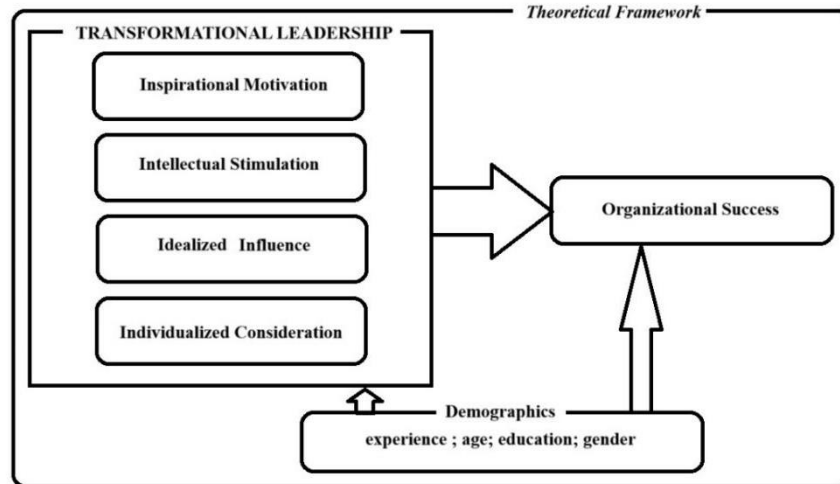
2. Innovation: One of the most crucial issues facing contemporary organizations is innovation, which aims to create something amazing in an area that has always existed, such administrative coordination, or in an entirely new concept (Muslim, 2015, 11). According to (Lam ,2004), innovation in an organization refers to implementing a novel concept or way of doing things. According to (Tang ,2015), there are three categories of innovation in organizations: product innovation (creating and drastically altering an existing product or launching a new one). Managerial innovation, which includes adjustments to organizational structure and work design, and process innovation, which is concerned with creating new methods of manufacturing or marketing to raise quality and lower costs. According to (Abboudi ,2006), companies may foster creativity by helping people grow their capacity for invention and by fostering group behaviors that support innovation.

3. Employee Selection: Workers are the lifeblood of the company and are viewed as a crucial component of the manufacturing process. As a result, businesses value their human resources highly and take great care to select and assign the best candidates to open positions (Ghazzawi & Accoume, 2014). (Al-Douri et al.,2011,) describe worker selection as the process of aligning the qualifications and conditions of employment with the abilities and skills of candidates to make a precise forecast of future performance. Since the appointment decisions made by the organization have a significant impact on its capacity to endure, expand, and thrive (Raymond et al., 2015, 168).

*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

Theoretical Framework

Schematic Diagram of the Theoretical Framework



Research Hypotheses, Correlation Hypotheses:

H1: Organizational success and idealized influence are significantly and positively correlated.
H2: Individualized consideration and organizational success are positively related with each other.

Methodology:

Research Design:

The nature of this research study is both quantitative and descriptive. A questionnaire is used to assess how reality programs affect the conduct of college students. Descriptive statistics, such as cumulative percentage, are used to analyze the collected data. Descriptive and inferential analysis are used to determine how transformational leadership affects organizational success.

Population and Sample Size:

The population of the study will consist of all department heads and faculty members of ZABIST University in Islamabad, Pakistan. It is difficult for researchers to get data from the entire population. Consequently, the researcher will select the number of respondents from the total population. A sample is a subset of the population. During sampling, a tiny subset of the entire population is selected. The views and results of the entire population are reflected in this sample. The researcher will use convenience sampling to collect responses from the sample of 155 employees.

*Impact of transformational leadership on Organizational success at SZABIST
 Islamabad*

Instruments:

A questionnaire will be used by the researcher to gather information from bank workers. Three categories are used to categorize the questionnaire: independent variables, dependent variables, and responded personal information.

Data analysis:

Leaders and staff at the institution will provide the researcher with primary data for this study. With the use of various statistical tools and procedures, the researcher will examine the data that has been gathered. The Statistical Package for the Social Sciences (SPSS) software will be used by the researcher to analyze and interpret the data.

Results:

This result section provides a summary of the descriptive data obtained from the questionnaire. Descriptive information on each of the research variables, including the lowest and maximum scores, averages, standard deviations, and errors, is also included at the end of this section.

The experience of the study participants in the statistical findings to view the designation of the banking personnel is shown in the study's above table of the participants, 55 (35.5%) are from 1-5 years of experience, 58 (37.4%) are from 6-11 years of experience, and 42 (27.1%) are from 12 and above years of experience.

Normality of the Data

		Statistics				
		Inspirational motivation	Intellectual stimulation	Idealized influence	Individualized considerations	Organizational success
N	Valid	155	155	155	155	155
	Missing	0	0	0	0	0
Mean		3.7226	4.0430	3.9398	3.4839	3.6323
Std. Deviation		.69405	.66092	.65847	.96339	.69649
Variance		.482	.437	.434	.928	.485
Skewness		-.366	-.860	-.611	-.591	-.285
Std. Error of Skewness		.195	.195	.195	.195	.195
Kurtosis		-.220	1.320	.424	-.302	-.573
Std. Error of Kurtosis		.387	.387	.387	.387	.387
Minimum		1.67	1.33	1.67	1.00	2.00
Maximum		5.00	5.00	5.00	5.00	5.00

As indicated in Table, data normality is the primary premise of the estimation and the foundation of the regression analysis in the cross-sectional data. The results of this study

Impact of transformational leadership on Organizational success at SZABIST Islamabad

indicate that the following assumptions are met: Skewness=-.366 and Kurtosis=-.220 for inspirational motivation; Skewness=-.860 and Kurtosis=1.320 for intellectual stimulation; Skewness=-.611 and Kurtosis=-.424 for idealised influence; Skewness=-.591 and Kurtosis=-.302 for individualised considerations; and Skewness=-.285 and Kurtosis =-.573 for operational success. According to Field (2013), the permissible range for kurtosis and skewness is +-3.

All Predictors are Highly Correlated with Criterion Variables

- a. Organizational success and idealized influence are significantly and positively correlated.
- b. Inspirational motivation and organizational success are considerably and positively correlated.
- c. Intellectual stimulation and organizational success are positively related with each other.
- d. Individualized consideration and organizational success are positively related with each other.

Correlations						
		Inspirational motivation	Intellectual stimulation	Idealized influence	Individualized considerations	Organizational success
Inspirational motivation	Pearson Correlation	1	.426**	.295**	.407**	.398**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	155	155	155	155	155
Intellectual stimulation	Pearson Correlation	.426**	1	.384**	.321**	.502**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	155	155	155	155	155
Idealized influence	Pearson Correlation	.295**	.384**	1	.392**	.559**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	155	155	155	155	155
Individualized considerations	Pearson Correlation	.407**	.321**	.392**	1	.511**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	155	155	155	155	155
Organizational success	Pearson Correlation	.398**	.502**	.559**	.511**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	155	155	155	155	155

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

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

* . Correlation is significant at the 0.05 level (2-tailed).

Key: Inspirational motivation; Intellectual stimulation; Idealized influence; Individualized considerations and Organizational success.

*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

Analysis:

1. The strongest connection between a predictor and criterion variable is found between idealised influence and organisational success ($r=.559$ with 0.000 p-value, suggesting 100% significance of the link).
2. All four predictors and organisational success have a strong association, as evidenced by the 0.000 p-values on all computations and r-scores ranging from .398 to .559.
3. Consequently, it is interesting that there is a high link between all predictor responses and the organisational success criteria variables.

Conclusion: As a result, hypothesis #1 (sub hypotheses a, b, c,) is accepted as true and supported.

Decision: Hypothesis # 1 (sub hypothesis: a, b, c,) is therefore **Accepted** as true and substantiated.

Discussion:

Participants in this study were staff members of Szabist Islamabad. Additionally, some people have consented to take part in the study. The purpose of this research project is to examine organizational success. To determine whether the hypotheses of a study should be accepted or rejected, tests of statistical significance are commonly employed. The study's findings are the result of quantitative approaches like the survey questionnaire. In this instance, the research's final results constitute its product. One of the main objectives of the research was to ascertain the connection between organisational success and transformative leadership. More precisely, the researcher found a correlation between the two due to statistical significance.

By virtue of **idealized influence**, the Leader's confidence and respect for his/her followers, along with empowering the employees for decision-making, has a clear vision of the future.

Intellectual stimulation: leaders encouraging creative thinking and problem-solving, makes their followers to reach for excellence.

Individualized consideration: leaders taking time to understand individual needs of his subordinates, provides them guidance and support to facilitate personal and professional growth of his employees for resolving conflicts and challenges faced by employees.

All have direct association with the organizational Success due to right people with the right skills. An organizations 'goal is to find success all the time via leadership and especially transformation leadership, the findings are similar to the findings of (Al Rashidi, 2017), (Al Shammari, 2020), (Mgqibi, & Sines, 2020), (Okoli, Nnabuike, Adani, & Ugbo, 2021), (Afshari, 2021).

The correlation results also show that the transformational leadership: Inspirational motivation, Intellectual stimulation, idealized influence, individualized considerations of employees working in the zabist university have impact on organizational success. These professionals' noteworthy leadership abilities serve as evidence of this. Employees will take up tasks formerly performed by others when they exhibit these traits (Orabi, 2016). In 2016, Sahibzada, Kakakhel, and Khan; in 2018, Al-Amri, Hassan, Isaac, and Masoud; in 2018, Al Khajeh; in 2019, Chauhan, Ali, and Munawar; in 2019, Miao, and Cao; and in 2007, Nemanich and Keller. This research validates the conclusions.

*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

Conclusion:

The primary goal when conducting research is to ensure that the objectives of the study are met in order to meet academic standards. This is the most important item that needs to be done. It is feasible to accomplish this goal, but it is also conceivable to use the analytical approach to draw a conclusion from the inquiry. Both of these possibilities are possible. The study's goal was to investigate the factors that influence organisational success.

This is among the motivations behind the study's execution, and it relates to its main goal of examining the connection and influence of transformational leadership on organizational success. The conclusions that can be drawn from the quantitative research-based findings, which are backed up by a significant amount of evidence, are that the three primary predictors that influence organizational success are intellectual stimulation, idealized influence, and individualized considerations. These findings form the basis for organizational success and transformational leadership.

On the other hand, inspirational motivation plays no part in predicting the performance of a business. Examining the connection between transformative leadership and organizational success in the higher education sector is the second goal of this study. This is the second goal of the study. The development of a relationship between the two will enable the achievement of this aim. The study's results have addressed the goal of the investigation and highlighted the positive outcomes made possible by the correlation analysis that was employed. All of the goals of this study have been successfully achieved.

The analysis was supported in part by a substantial body of information showing that the regression analysis was executed correctly. As a direct result of the beta test findings, this became blatantly evident. Combining all of the traits of transformational leadership led to the development of a clear vision for achieving the stated goals in the higher education sector. It would be an understatement to claim that this is the least of the accomplishments made. This was the ultimate conclusion that was drawn after considering the findings.

Recommendations:

Exploring the connection between transformational leadership and organisational performance was the aim of this study in order to learn more about it. The relationship will be observed in order to gain this insight. Several recommendations that were included in the study were developed in part because of the results of the statistical analysis that was conducted. The study's conclusions served as the foundation for these suggestions.

Higher education institutions would benefit from focussing on intellectual stimulation, idealised influence, and customised considerations of a transformational leader for organisational success, according to the study's findings, rather than inspirational motivation, which has no bearing on organisational success prediction. The results of the survey also demonstrate that the management of the company values leaders who help individuals complete their daily tasks.

This is due to the fact that transformational leaders inspire their workforce, inspire confidence and power, gain followers' trust and respect, are fervently dedicated to the organization's objective, and are prepared to sacrifice themselves for the good of the group of employees.

The study's conclusions also highlight how transformational leaders may ensure

*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

organizational success by clearly defining their objective, choosing qualified candidates, encouraging innovation, and adjusting to shifting conditions. The investigation's findings highlight this point. These are the results of the study that highlight this specific aspect of the situation.

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*Impact of transformational leadership on Organizational success at SZABIST
Islamabad*

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*Impact of transformational leadership on Organizational success at SZABIST
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