
Transformational Leadership at Work Place – A Study of Selected BPO Companies

**Shweta Pandey*

***Dr. Ajay Kr. Singh*

ABSTRACT

The purpose of this study was to assess self-perceived transformational leadership behaviors practiced in a sample of BPO employees. By adopting Transformational Leadership Questionnaire (Singh and Krishnan, 2007) the transformational leadership characteristics of BPO employees were examined. In order to collect data, survey was conducted in four BPO companies viz. GENPECT, IBM DAKSH, E-funds and HCL-Tech BPO. In total, 60 questionnaires were distributed, out of which, 40 were filled and returned representing a 67% response rate. An examination of gender differences in leadership profiles showed that females have more transformational leadership score than males in BPO companies but the difference is not statistically significant. Statistical significant difference was found with Transformational Leadership and length of service. Also, an examination of level of management indicates that senior and middle level management of BPO companies tended to be more transformational than lower level management.

Keywords: Business Process Outsourcing (BPO), Transformational Leadership,

INTRODUCTION

Transformational leaders are the people who motivate followers to achieve performance beyond expectations by transforming followers' attitudes, beliefs, and values as opposed to simply gaining compliance. (Bass, 1985) "The goal of transformational leadership is to "transform" people and organizations in a literal sense – to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building." Covey (1989)

Northouse (2004) described transformational leadership as "a process that changes and transforms individuals. It is concerned with emotions, values, ethics, standards, and long-term goals, and includes assessing followers' motives, satisfying their needs, and treating them as full human beings". In this age of rapid change, leadership is more important than ever. The increasing focus on revitalizing and transforming organizations to meet competitive challenges ahead has been accompanied by increasing interest among researchers in studying Transformational Leadership. The growth of BPO (Business Process Outsourcing) sector is very much evident in India. Defying all the permutations and combinations, the Indian outsourcing industry has registered a massive growth over the years. It has withstood the pressure and negative campaigns by the media and others to emerge as the hot destination for young job seekers. To a large extent this growth in the BPO sector can be attributed to their leadership. Although there are other factors like sound infrastructure, English speaking and computer

literate workforce, initiatives taken by government in the form of policy concessions, tax exemptions and removal of procedural hurdles to enable the growth of BPO sector.

Spirituality and Transformational Leadership

Spirituality comes from the Latin word spiritus meaning 'breath of life.' It is seeing oneself as spirit rather than as mere matter. It can be defined as the valuing of the non-material aspects of life, and intimations of an enduring reality or the spirit (Harter, 2004). Spirit is actually not a thing at all; rather, it is relationship and a process of integration. Spirit connects individuals together, sewing or knitting them, as it were, into a larger fabric of community. Indeed, the essence of spirituality is a sense of unity or the oneness of everything. It is through this sense of oneness that people experience meaning in their work (Harter, 2004).

Spirituality is perceived in the way people seek, find, create, use, and expand personal meaning in the context of the entire universe. Spirituality involves integration of three dimensions—knowledge base and belief systems; interior life and inner self; and exterior life and institutional activity. These three domains overlap and interact with each other. They form the individuals' own life experiences and influence the world at large. Extending this concept of meaning to the workplace, spirituality is being part of a larger community, having work that has meaning and is purposeful as well as consistent with the spirit, and being able to work in an integrated fashion. Spirituality is the experience of connection to something that transcends our ordinary material lives (Harter, 2004).

* Assistant Professor, Department Of Commerce, Shaheed Bhagat Singh College E-mail Id: shwetapandey227@yahoo.com

** Faculty of Commerce and Business, Delhi School of Economics, University of Delhi E-mail Id: drajaysingh@gmail.com

Spirituality plays an increasingly important part in the workplace. Many employees look to the workplace as a means of finding meaning in their lives. From the perspective of followers, incorporating spirituality into leadership has the potential to create a workplace that is more humane and that provides a sense of community and shared purpose. From the perspective of the organization, incorporating spirituality in leadership may lead to greater perceptions of trust, organizational support, and commitment among employees, which could have positive effects on organizational performance.

Transformational leadership which aims to alter the people, culture, and organization structure, first of all basically requires personal transformation in terms of our inner self, behaviors, and actions. There are two important aspects of spirituality -- values and a sense of connectedness -- that drive leadership for transformation. And while many have argued that leadership is doing, and spirituality is being, it is in connecting what we do with who we are that helps us see how leadership interfaces with spirituality.

In a study conducted by Krishnan (2007) results of the study revealed that transformational leadership enhances followers' duty-orientation (Karma-Yoga) and spirituality (oneness with others). More importantly, transformational leadership mediates the relationship between leader's power and follower's Karma-Yoga and spirituality. Burns (1978) considered transformational leadership to be focused mainly on development of followers and lifting them to a higher state of moral development. The influence of the leader will first enhance transformational leadership, which will in turn affect follower's duty orientation and oneness with others. A transformational leader goes beyond the transactional needs and responds to the moral development of the follower and as such appeals to and also effectively influences the more general values of the follower (Krishnan, 2007).

OBJECTIVES OF THE STUDY

- ❖ To analyze the level of transformational leadership among BPO employees.
- ❖ To explore the gender differences i.e., male and female with regard to Transformational Leadership level in BPO companies.
- ❖ To assess the difference that exists between the three levels of management in BPO companies i.e., Junior Level management, Middle Level Management and Senior Level Management in relation to their Transformational Leadership score.
- ❖ To study the difference between the length of service and Transformational Leadership score.

- ❖ To find out the relevance of all the variables used to determine the level of transformational leadership.

HYPOTHESES OF THE STUDY

On the basis of above objectives, the following null hypothesis (Ho) and alternate hypotheses (Ha) were formulated:

- ❖ H01 – There is no significant difference between male and female employees in relation to their level of Transformational Leadership
- ❖ H02 – There is no significant difference between different level of management and Transformational Leadership score.
- ❖ H03 – There is no significant difference in respondents Transformational Leadership score and their length of service.
- ❖ H04 – There is no significant relationship between the variables used to find Transformational Leadership level among BPO employees.

RESEARCH METHODOLOGY

In the present study, TLQ developed by Singh and Krishnan (2007) has been used. The scale has 30 items, with six items for each of the five factors - idealized influence attributed (heroism), idealized influence behavior (ideology), inspirational motivation, intellectual stimulation, and individualized consideration. The items are included in the appendix. The respondents were asked to answer the TLQ by judging how frequently they displayed the behaviors described in the questionnaire, using a five-point scale (0=Not at all; 1=Once in a while; 2=Sometimes; 3=Fairly often; 4=Frequently, if not always). IIA is measured by adding the scores of items 1, 6, 11, 16, 21 and 26. IIB is measured by adding the scores of items 2, 7, 12, 17, 22 and 27. IM is measured by adding the scores of items 3, 8, 13, 18, 23 and 28. IS is measured by adding the scores of items 4, 9, 14, 19, 24, and 29. IC is measured by adding the scores of items 5, 10, 15, 20, 25 and 30. The mean of the five factors was taken as the score for Transformational Leadership. The standardized Cronbach coefficient alpha for the instrument used in the study is 0.85.

DATA COLLECTION

The purpose of this study was to assess self-perceived leadership behaviors and related leadership styles practiced in a sample of BPO employees. In order to collect data, survey was conducted in four BPO companies viz. GENPECT, IBM DAKSH, E-funds, and HCL-Tech BPO. In total, 60 questionnaires were distributed, out of which, 40 were filled and returned representing a 67% response rate. In the total sample number of respondents from GENPECT,

IBM DAKSH, E-funds, and HCL-Tech BPO were 12, 8, 10, and 10 respectively. The method of sampling was based on non – probability convenience sampling.

LIMITATIONS OF THE STUDY

The results of this study should be interpreted keeping in mind the limitations, primarily the small sample size. The study considers the self perceived leadership qualities, thus ignores how transformational leaders are viewed by their peers, subordinates and relatives. Since major data have been collected through questionnaire method, the present study is subject to the common limitations of the most behavioural studies as there may be chance of measurement error or bias.

TRANSFORMATIONAL LEADERSHIP – THE THEORETICAL CONSTRUCT

Burns(1978)first introduced the concepts of transformational leadership in his descriptive research on political leaders, but this term is now used in organizational psychology as well. According to Burns, transformational leadership is a process in which “leaders and followers help each other to advance to a higher level of morale and motivation”.

Burns related to the difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behaviors. He established two concepts: “transformational leadership” and “transactional leadership”. According to Burns, the transformational approach creates significant change in the life of people and organizations. It redesigns perceptions and values, changes expectations and aspirations of employees. Unlike in the transactional approach, it is not based on a “give and take” relationship, but on the leader’s personality, traits and ability to make a change through vision and goals.

Burns mentions the result of transforming leadership eventually becomes moral in that it raises the level of human conduct and ethical aspirations of both the leader and the led, and thus it has a transforming effect on both; therefore, enabling leaders and followers to be united in the pursuit of higher goals.

BASS THEORY OF TRANSFORMATIONAL LEADERSHIP

Bass (1985) made the original concept of Burns’s about transformational leadership more operational. While Burns considered morality a crucial aspects of transformational leadership, Bass defined a transformational leader as one who motivates followers to do more than they originally expected to do – not necessarily raise the followers to higher levels of morality.

Transformational leaders enlarge and change the interests

of their followers, and generate awareness and acceptance of the purposes and mission of the group. They rouse their followers’ enhanced commitment, efforts and actions towards the realization of the vision. Although transformational leaders as well get engaged in transactional type of behaviors, the internationalization of vision have been identified as charismatic – that is engendering faith in and trust of the leader; consideration of or sensitivity to followers needs; a statement of the vision in a manner that causes followers to reconsider their priorities and activities.

Bass model of transformational leadership varies from that of Burns in three aspects:

- ❖ Bass added the expansion of the followers’ portfolio of needs and wants.
- ❖ The leaders’ behavior can be of long- or short-term benefits or cost to the followers.
- ❖ Burns perceives transformational and transactional leadership as opposite ends of a continuum whereas Bass does not.

Bass also argues that transformational leadership essentially consists of three dimensions: (1) charisma, (2) individualized consideration, and (3) intellectual stimulation. Later on, Bass added another factor called inspirational leadership. For Bass, then, charisma is an essential (and extremely important) but not the sufficient condition for transformational leadership. Bass judges charisma as a process wherein a leader influences followers by arousing strong emotions and identification with the leader. Therefore, Bass distinguishes a charismatic leader from the transformational leader, though most of the time this is used interchangeably because of the lack of any clear-cut distinction even to date. The additional distinction is made that without the other two components-intellectual stimulation and individual consideration, the leader is a pure charismatic, driven by personalized or self-seeking aims. However, according to conceptualization of Congor and Kanungo (1988), the qualities of intellectual stimulation and individual consideration are subsumed under charismas itself. To become charismatic, they believe that a leader must, to a significant degree, be sensitive to follower needs and desires (individual considerations). Moreover, he or she must provide a vision and mission that are both mentally and emotionally stimulating (intellectual/emotional stimulation). A leader who fails to do this will not be apparent as charismatic. However, it is not possible for charisma to manifest itself without a degree of individual consideration and intellectual stimulation. Hence, Conger and Kanungo (1988) feel that these components are interrelated rather than discrete entities, as conceptualized by Bass and others. Transformational leadership is represented by five subscales (Bass 1999, Bass and Avolio 2004):

- ❖ Idealized influence attributed: the leader displays attributes that make followers to view them as role models.
- ❖ Idealized influence behavior: the leader communicates values, purpose, and the importance of the mission.
- ❖ Inspirational motivation: the leader exhibits, in simple ways, optimism and excitement about future goals.
- ❖ Intellectual stimulation: the leader helps followers to become more innovative and creative and recognizes individual beliefs and values.
- ❖ Individualized consideration: the leader pays attention to the developmental needs of followers and supports and coaches individual development treating each person uniquely.

REVIEW OF LITERATURE

In a study conducted by Krishnan (2007), The relationships between leader's power, transformational leadership, and followers' duty-orientation (Karma-Yoga) and spirituality (oneness with all beings) were studied using a sample of 471 managers from two manufacturing organizations in western India. It was hypothesized that leader's power enhances transformational leadership, and transformational leadership enhances followers' duty-orientation and spirituality. A 30-item scale developed for measuring the five factors of transformational leadership—idealized influence attributed (charisma or heroism), idealized influence behavioral (ideology), inspirational motivation, intellectual stimulation, and individualized consideration—in the Indian context was used in this study. Results of structural equation modeling show that leader's power enhances transformational leadership, transformational leadership enhances followers' duty-orientation and spirituality, and duty-orientation enhances spirituality.

Yavirach (2009) conducted a study to explain the transformational leadership style in public and private universities in Thailand. According to Thai government policy, all public universities in Thailand have to change their organizations to autonomous universities as required by the government. This affects all public universities in Thailand. This study is interesting to research to investigate leadership style that affect public universities change to autonomous administration and relationship between subordinate's satisfaction, team effectiveness and organizational outcome.

Carlessa (1998) examined gender differences in transformational leadership from multiple perspectives. The sample was employees of a large international bank in Australia. Ratings were acquired from branch managers' 120 female and 184 male together with their 32 superiors

and 588 subordinates. The findings indicated superiors evaluated female managers as more transformational than male managers. Consistent with the superior observations, at the global level, female managers rated themselves as more transformational than males. The study found significance in gender differences. Evidence suggests that although the proportion of women in management positions is increasing, there still exists doubts about women's leadership skills and male managers continue to define management in masculine terms. This study examined whether females and males employed in a business organization differed in their use of transformational leadership. Research result found that women rates more transformational leadership style than male.

Medely and Larochelle (1995) conducted study on 122 staff nurses In Florida to understand the relationship of head nurse leadership style to staff nurse job satisfaction using the MLQ and the index of work satisfaction. Results showed a significant positive correlation between those head nurses exhibiting a transformational leadership style and the job satisfaction of their staff nurses.

Pitman (1993) in a doctoral study showed how much the commitment of 245 white-collar workers in six organizations correlated with the various measures of transformational leadership among their supervisors. The Multifactor Leadership Questionnaire (MLQ) scales of Charisma (Idealized Influence) and Inspirational Motivation correlated .40 with commitment to stay with the organization and .24 with commitment to organizational values.

STATISTICAL ANALYSIS

The data for the present study has been collected from 40 respondents from various BPO companies. The following table shows the different variables and the frequency distribution of the respondents:

Table 3.1: Profile of test categories

VARIABLES	FREQUENCY	PERCENTAGE
Level of Management		
Lower Level	17	42.50%
Middle Level	15	37.50%
Senior Level	8	20.00%
Length of Service		
5 years or below	20	50.00%
6-10 years	14	35.00%
10 years and above	6	15.00%
Gender		
Male	22	55.00%
Female	18	45.00%

The table 3.2 shows the mean score, standard deviation and ranks of five transformational leadership components for the given sample. It shows that IC ranked the first position, followed by IIB and IM whereas IIA and IS scored the lowest position. IC identifies leaders who give individualized attention to their subordinates. IC has been found to be at its highest in the context of BPO companies. Leaders in BPO gives individualized attention to their subordinates through coaching, appreciation and giving attention to personal needs.

Table 3.2: Means, Standard Deviation and Ranks of Transformational Leadership Components

Transformational	Mean Score	S.D.	Rank
IIA	3.3125	0.45005	4
IIB	3.3417	0.38109	2
IM	3.3208	0.34876	3
IS	3.2500	0.37743	5
IC	3.3833	0.37743	1
TLS	3.3217	0.30714	

IIB identifies leaders who Acts with Integrity. IIB has been ranked at second position in the context of BPO companies. Such leader depicts positive and highly valuated behaviors, like dominance, patience, self – control, optimism and self-efficiency.

In the context of BPO next component significantly affecting transformational leadership is IM. IM identifies leaders who Inspires Others. IM is ranked at third position. When transformational changes are introduced in the organization, such leader inspires subordinates to accept new changes and ideas without resistance.

IIA has been ranked at fourth position in the context of BPO study. IIA identifies leaders who are able to Build Trust in their subordinates. Leaders in BPO companies build trust by making others feel that they are important members of the group and by showing tremendous faith in others' ability.

IS scored the fifth position in the context of BPO companies. IS identifies leaders who encourages innovative thinking. Through IS, transformational leaders stimulate followers to identify new ways of doing work so that efficiency can be increased and time taken to do the work can be reduced. Leaders in BPO encourage innovative thinking by promoting free and radical thinking and making others to solve the problem independently.

On all the transformational leadership variables, female employees score is more than male employees. Table 3.2 show that female employees exhibit more transformational

Table 3.2: Comparison of transformational leadership components between Male and Female

Transformational Leadership Components	Male		Female	
	Mean	Rank	Mean	Rank
IIA	3.2727	2	3.3611	3
IIB	3.3106	1	3.3796	2
IM	3.2727	2	3.3796	2
IS	3.1818	4	3.3333	4
IC	3.2424	3	3.5556	1
TLS	3.2561		3.4019	

leadership qualities than their counterpart i.e. males. For male employees in BPO companies IIB has been ranked at first position even though the mean score of female employees in BPO is higher than male employees.

For female employees in BPO, IC has been ranked at first position, however for male employees it has been ranked at third position.

H01 – There is no significant difference between male and female employees in relation to their level of Transformational Leadership.

Since the value of significance for all components of transformational leadership except for IC is greater than our significance level .05, therefore we can conclude that there is no significance difference between transformational leadership components IIA, IIB, IM and IS. The significance value of IC is less than .05; therefore we can conclude that for IC there is significant difference on the basis of gender. Table 3.3 shows that as the significance value of TLS is 0.137 which is greater than our significance level therefore we accept the null hypothesis H01 that there is no significant difference between male and female employees in relation to their experience of Transformational Leadership.

Table 3.3: Summary of T-test on the basis of Gender

Transformational Leadership Component	T Statistics	Significance (2-Tailed)
IIA	.613	0.544
IIB	.565	0.575
IM	.964	0.341
IS	1.273	0.211
IC	2.783	0.008
TLS	1.518	0.137

The table 3.4 shows mean and ranking of all the three levels i.e. lower management level, middle management level, and senior management level. In the BPO context, lower management level includes employees with the designation of team member or senior team member. Further middle management level includes team developer, team leader, senior team leader, assistant manager, manager, and further senior management level includes President or vice President of different processes, Managing Director, and Board of Directors.

IC and IM are considered the most important transformational leadership components since they have higher ranking compared to other whereas IS and IIB are considered least important transformational leadership components by lower level management employees in BPO companies. At the middle level management in BPO companies IIB is the most prominent transformational leadership component. Next significant component is IC, and then IM followed by IIA and last is IS.

Table 3.4: Transformational Leadership across Management Level

Transformational Leadership Components	Lower Management Level		Middle Management Level		Senior Management Level	
	Mean	Rank	Mean	Rank	Mean	Rank
IIA	3.0980	3	3.2889	4	3.8125	1
IIB	3.0686	5	3.4111	1	3.7917	2
IM	3.1667	2	3.3000	3	3.6875	4
IS	3.0882	4	3.2778	5	3.5417	5
IC	3.2255	1	3.3889	2	3.7083	3
TLS	3.1294		3.3333		3.7083	

IIA is the most prominent transformational leadership component at upper level management in BPO companies followed by IIB, IC, IM and last is IS.

Idealized Influence Attributed identifies leaders who are able to build trust in their subordinates. Such leaders build trust in their followers by going beyond their own individual interest and focusing on the interest of their followers. In this context, the mean score is 3.10, 3.29, and 3.81 for the JML, MML, and UML employees in BPO respectively. In BPO sector upper level management has maximum Idealized Influence Attributed qualities as compared to lower and middle level management.

Idealized Influence Behavior identifies leaders who act with integrity. The mean IIB score is 3.06, 3.41 and 3.79 for the JML, MML, and UML employees in BPO respectively. Lower level management depicts low IIB qualities as it has been ranked at fifth position for lower level management

in BPO companies. However, it has been ranked at first position among middle level management and at second position among upper level management.

Inspirational Motivation identifies leader who motivates others. Leaders with IM inculcate strong sense of purpose in their followers and provide meaning for the task at hand. The mean score for IM at lower management level is 3.17, however it is a little bit mean IM is little bit higher at middle management level at 3.30. The mean score for IM at upper management level is 3.70 that is considerably higher as compared to lower and middle management level. Above table shows that IM has been ranked at second, third and fourth position at LML, MML, and UML respectively.

Intellectual Stimulation identifies leaders who encourage innovative thinking and creativity in their followers. Such leaders do not publicly criticize the ideas of their followers. Even though the mean score for IS is maximum for upper level management, it has been ranked at fifth position at upper management level. The Average IS score for lower management level is minimum that is 3.08 and IS has been ranked at fourth position at lower level management. Also, the Average IS score for middle management level lies between maximum and minimum IS score and it has been ranked at fifth position for middle management level.

Individualized Consideration identifies leaders who give attention to each subordinate's personal need for achievement and growth by acting as their mentor. Such leaders give recognition to individual difference in terms of needs and desire. The mean score for IC is maximum for upper level management; it has been ranked at third position at upper management level. The Average IC score for lower management level is minimum that is 3.22 and IS has been ranked at first position at lower level management. Also, the Average IC score for middle management level lies between maximum and minimum IC score and it has been ranked at second position for middle management level.

Table 3.5: Summary of ANOVAs across Management Level

Transformational Leadership Components	F-Values	Significance
IIA	10.104	0.000
IIB	20.248	0.000
IM	8.440	0.001
IS	4.760	0.014
IC	5.259	0.010
TLS	18.240	0.000

H02 – There is no significant difference between different level of management and Transformational Leadership score.

Since P-value in all the cases is less than alpha (0.05) in table 3.5, we reject the null hypothesis and accept the alternative that significant differences exist across junior, middle and senior levels for all transformational leadership components.

H03 – There is no significant difference in respondent's Transformational Leadership score and their length of service.

It can be observe from table 3.6 that significant differences

exist across short, medium and long tenure groups because the probability- value in all cases is less than our significance level i.e. 5%. So, we reject the null hypothesis and accept the alternate hypothesis that there is significant difference in respondents' transformational leadership score and their length of service. From the table 3.6, it can be concluded that mean score for transformational leadership is maximum for BPO employees with long tenure i.e. 10 years and above whereas mean score for transformational leadership is minimum for BPO employees with short tenure i.e. below 5 years and it lies in between maximum and minimum for employees with medium tenure.

Table 3.6: Transformational Leadership Based on Length of Service

Mean scores

Transformational Leadership Components	Short Tenure (Below 5 yrs)	Medium Tenure (5 - 10 yrs)	Long Tenure (10 yrs & above)	F-Values	Significance
IIA	3.1500	3.3333	3.8056	6.242	0.005
IIB	3.0917	3.4881	3.8333	20.843	0.000
IM	3.1583	3.3810	3.7222	8.939	0.001
IS	3.0833	3.3810	3.5000	4.939	0.013
IC	3.2417	3.4524	3.6944	4.142	0.024
TLS	3.1450	3.4071	3.7111	14.823	0.000

INTERCORRELATIONS

Table 3.7: Intercorrelation of Transformational Leadership Variables

Transformational Leadership Variables	II A	II B	IM	IS	IC	TLS
IIA	1					
IIB	0.562**	1				
IM	0.611**	0.499**	1			
IS	0.417**	0.451**	0.436**	1		
IC	0.621**	0.592**	0.436**	0.463**	1	
TLS	0.829**	0.785**	0.801**	0.694**	0.841**	1

The table 3.8 shows correlation coefficients for different pairs of transformational leadership variables. Strong and positive intercorrelations exist among all the transformational leadership variables

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

RESULTS & SUMMARY FINDINGS

The findings of the analysis have been summarized below:

- ❖ Female employees exhibit more transformational leadership qualities than male employees in BPO companies. Scores for individual transformational leadership variables and total transformational leadership score is higher for females than males.
- ❖ IC is the most prominent transformational leadership component in BPO sector while IS is considered least important transformational leadership component.
- ❖ There are significant and positive correlations among all transformational leadership variables.
- ❖ All the three management levels in BPO sector viz, junior, middle, and senior differ in relation to their level of transformational leadership score. The score for senior management level is highest (3.71) indicating that they exhibit maximum transformational leadership traits. While the score for lower management level is minimum (3.13) indicating that they exhibit minimum transformational leadership traits and the score for middle management level lies between maximum and minimum transformational leadership score.
- ❖ There is significant difference in respondents' transformational leadership score and groups formed on the basis of respondent's length of service.
- ❖ Transformational leadership score is maximum in long tenure as compared with medium and short tenure.

CONCLUSION AND RECOMMENDATIONS

Leadership will likely remain an important issue for BPO companies as the field continues to evolve and adapt to external demands. An investigation was made in order to study the level of transformational leadership in the BPO companies among the three hierarchical levels of management. An effort was also made to find the relationship between length of service and transformational leadership. The results show that the level of transformational leadership in three levels is different from each other. The upper management level exhibits maximum transformational leadership trait followed by middle management level and then the junior management level. It is further observed that there is statistically significant relationship between length of service and transformational leadership. An analysis of transformational leadership on the basis of gender reveals that even though the female employees exhibit more transformational leadership score than male employees, but the difference is not statistically significant. Since Intellectual stimulation has been ranked at fifth position for both upper and middle level management, following

measures should be taken at organizational level to improve the IS score:

- ❖ Encouraging others to solve problems independently
- ❖ Listening to others with patience
- ❖ Promoting free and radical thinking
- ❖ Making subordinates question the assumption they make, even for the simplest of things.
- ❖ Asking others to think in non –technical ways to arrive at solutions.

In any BPO organization transformational leader can be developed through training and coaching programs that focus on behavior modification through action planning. This study could provide a benchmarking opportunity for both individual BPO employees and their concerned organization to chart leadership development program.

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