

Nexus between Pillars of Transformational Leadership and Organizational Effectiveness: A Case of 21st Century Organizations

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Abstract: For any organization to thrive in the 21st century environment full of uncertainties, global turbulence, and organizational instabilities, it is vital for that organization to embrace a leadership approach that can inspire, transform and propel the manpower towards a competitive advantage. This is because appropriate leadership, applied in the right manner and at the right time is the core for any organizational effectiveness. Further it can assist the management to unlock the potential of each employee leading to effective attainment of the set goals. Such a leadership approach is the transformation leadership that is built around the idea of inspiring and motivating the followers to strive towards excellence through the aspect of role modeling. The transformational leader is the vision bearer who communicates the vision to the subordinates, who then implement it to bring out functionality in the organizations of the 21st century. Therefore, this paper espouses the pillars of transformational leadership and the link between those pillars and organizational effectiveness. This paper is a desk top review.

Key Words: Leadership, Leadership Approaches, Transformational Leadership, Pillars of Transformational Leadership, Organizational Effectiveness

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I. Introduction To Transformational Leadership

Transformational leadership is an inspirational approach to leadership through role modeling that not only enhances the motivation and performance of the followers to achieve their full potential in whatever they do, but that also creates in them a valuable positive change for the attainment of both individual and organizational mission and vision. It enables the followers to connect their sense of identity to that of the organization, challenges the followers to take ownership of their work, enhance the followers self awareness and align the followers interest in work based on their capabilities.

Transformational leadership can also be said to be a leadership approach in which a leader works with teams in order to identify the anticipated change, create a vision to guide the change through inspiration, and execute the change with and through the members of the group. This leader encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the organization by setting an example at the executive level through a strong sense of corporate culture, employee ownership and independence in the workplace. This leader creates opportunities for the followers to be creative, look to the future and find new solutions to old problems without micromanaging them (Odumeru and Ogbonna, 2013).

The concept of transformational leadership was first conceived by James V. Downton in 1973 in his book by the title Rebel Leadership: Commitment and Charisma in a Revolutionary Process (Martin, 2016). However, Downton's work remained rather unnoticed and the concept of transformational leadership didn't take off until the publication of a book called Burn's Leadership in 1978 by James Macgregor Burns who explained that transformational leadership is a process through which the followers and the leaders work together to enhance each other's level of motivation in order to create change in the life of the followers as well as in that of the organization that they serve (Burns, 1978). This is ideally what leaders of the 21st Century are expected to do to their subordinates if organizational effectiveness is going to be realized.

Burns explains that transformational leadership is a process in which leaders and followers assist each other attain high levels of morale and motivation. He espouses that transformational leadership creates a value shift between the leader and the subordinate. The leader can achieve change in the subordinate's views through a subtle and positive manner. He saw the leader's behavior and traits as the transforming power in empowering the subordinates and in changing the organization because they can be able to instill change as exceptional role

models (Burns, 1978). Consequently managers of the 21st century organizations are expected to be exceptional role models who propel positive influence in the subordinates who then actualizes his vision of a functional effective organization.

In addition, transformational leadership is different from other theories because it engages the leader to form a relationship with the subordinates and ensure it motivates them and improves their moral behavior. The leader works not just for his own benefit but also for the benefit of those he is leading as well as for the benefit of the organization. This leader ensures that in whatever he does, his personality, characteristics and behavior harmonizes with the virtues and morals that he wants to inculcate in his followers thus bringing a positive change in the culture of the organization. His focus was on highlighting the psychological mechanisms influencing transformational leadership and to provide a test for measuring a leader's transformational capability. Bass believed transformational leadership to be about challenging the status quo and creating a shift in the way things are conducted. He thus explained that transformational leadership would broaden and elevate the interests of the employees, generate awareness and acceptance of the purposes and mission of the group and ensure employees look beyond their own self-interest for the good of the group. He stated that for this to happen, the leader has to use influence and charisma and provide the subordinates with a clear idea of the vision or mission ahead (Burns, 1978 and Martin, 2016).

Bass explained on how transformational leadership influences the level of motivation and performance of followers as well as on how it's effects could be measured. He explained that the followers of transformational leaders develop great admiration and loyalty for their leader and are usually ready and willing to do whatever that their leader wants because he always encourages them and inspires them in tandem with the organization's mission and vision. This enables them to build a sense of self identity which fosters greater commitment among the employees. In addition, this leader continuously and relentlessly encourages the followers to advance in their level of knowledge and skills, exercise creativity and innovation in their operations and be ready to take up leadership responsibilities.

Therefore, the modern framework of transformational leadership is based on ideas propagated by Bass who outlines three main ways through which transformational leaders can influence and transform their followers: enhancing their awareness about the importance and value of the tasks they are executing, directing them to achieve the organizational goals first instead of just focusing on their personal interests, and activating their higher-order needs (Martin, 2016).

A critical interrogation of the ways above means that transformational leaders have to demonstrate strong and authentic leadership for the purposes of inspiring the employees to be effective. This type of a leader should possess the ability to inspire the followers by focusing on the organizational vision in order to be able to change organizational culture and structures for the attainment of this vision. This is because the transformational leader is a full time visionary that influence and motivate the followers towards the achievement of excellent performance for the organization. He is thus the real champion of change who encourages the creation of cohesive teams and facilitates the creation of collaborative environments for optimum performance. His major focus is always on what he can do to empower the followers, motivating the followers to do their level best, enhancing team spirit through team building, encouraging the followers to always embrace change for best results and aligning each individual's goals to those of the organization.

Therefore a transformational leader is someone who encourages and positively motivates his followers to become better in their work and in their lives; has great confidence and a positive optimistic altitude towards achievement of the vision; exalts ethical standards and morals amongst the followers through role modeling; helps foster ethical work practices through clearly stipulated values and priorities, as well as building a positive culture that encourages the mindset of team work cooperation for the common good instead of the altitude of self-interest. In addition, this leader encourages the followers to be creative, innovative and authentic in their work by allowing them to make any decisions and take ownership of their task based on the organizational goals; enhances open communication amongst all the members of the organization regardless of the positions they hold; and providing mentorship to the followers (White, 2019).

In order for transformational leaders to be effective they have critical roles that they are expected to carry out : being the carriers for the organizational vision; motivating and inspiring the followers towards excellent performance; continuously updating the followers on issues relating to the shared vision; exemplification of ethical behavior through role modeling; establishing work standards and norms to guide the followers the expected behavioral pattern; building a positive culture and conducive environment for mutuality and interdependence; establishing strong and effective linkages to the external world for resource support, knowledge acquisition and technological assistance; and building a conducive work environment that motivates the followers and creates positivity for completing tasks collaboratively (White, 2019).

In addition, because transformational leadership heavily relies on the leader's ability to influence his followers and communicate his or her vision to them, a transformational leader should be somebody who is able to portray the following five traits that are usually referred to as the 'Big Five' factors or dimensions of a

transformational leadership personality: seeks actively for new experiences in order to improve his level of creativity; possesses a burning desire for achievement and is ready to make changes to realize the bigger vision rather than paying attention to smaller details; has the ability to listen to each follower's views with consideration and empathy and be able to display generosity, co-operation and affection; is able to mutually engage with the subordinates by displaying strong communication skills and with the ability to persuade them of the vision; and has a high positive self-esteem, self-confidence and always looks forward to lead a group without shying from them (Joyce, Judge and Timothy, 2004).

Transformational leadership is therefore vital for any organization that wants to achieve its predetermined vision because of some of the following benefits: it provides ample opportunities for individual growth and enthusiasm in achievement of new performance milestones in the organization; it encourages and creates room for innovation and creativity in the workplace thus enhancing the morale of staff; organizational challenges are adequately and efficiently addressed because the leaders are more skilled in visualizing the bigger picture; the team members work for the achievement of a common goal or vision by being influenced or inspired by their leaders, thus driving excellence at work; the leaders encourages mentor buddy relationship between them and the followers thus creating a conducive environment for effective succession and change management; it brings reforms in the existing processes, creates higher expectations in followers and motivates the followers to deliver beyond the pre-defined expectations thus enabling the organization attain her objectives beyond the maximum levels, and thus transformational leadership guarantees high performance of the teams as well as superior productivity and growth of the organization (Martin, 2016).

However, in as much as organizations may see the need to practice transformational leadership, the leaders should put in place some mechanisms to overcome the challenges that are usually experienced when this leadership approach is adopted. Some of these challenges are: failure to pay attention to the minor details thus causing reality blindness that may affect the organization in the long term; too much overreliance on inspiration, passion and emotional aspects may lead to a neglect of the facts or realities that can be addressed through research, investigation or information gathering; the leader's enthusiasm to call for unity can lead to conformity rather than collaboration and thus the followers might just go along with the leader without truly buying to the vision plan and this can lead to failure to achieve the organizational goal as expected; due to the leaders inspiration and motivation for the followers to work beyond their limits, It can lead to employee burnout when unreasonable deadlines are put in place; the followers might just end up being manipulated by the leaders thus losing more than they gain while the leader lends himself to a moral self-promotion at the expense of followers (Martin, 2016 and Juneja, 2019).

II. Pillars of Transformational Leadership

These are also called behavioral dimensions, principles, elements, facets, parts, components, or the four I's of transformational leadership as initially explained by James McGregor and Bernard M. Bass. These four pillars of transformational leadership are: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bednall, Rafferty, Shipton, Sanders and Jackson, 2018; Schreiner, n.d.).

These dimensions are very important because the leaders hold esteemed positions through which they are supposed to not only inspire the followers, but also model them to become productive members of the organization that have great ethical and moral standards. These leaders are also expected to provide the followers with an appealing vision that can invoke them to execute their duties in total commitment. In addition, these leaders are expected to create conducive supportive environments to enhance followers creativity and innovation while executing their tasks and permit the followers to freely air their views (Sun and Henderson, 2017).

In addition, transformational leadership encourages collaboration amongst the followers and the supervisors by encouraging them to work together for the common good of the organization. They do so by creating mutual environment for open communication, cooperation, sharing of ideas and experiences in relation to the shared vision, and developing trust and respect amongst members thus curbing development of interpersonal conflicts (Sun and Henderson, 2017).

Therefore, in order to ensure that the leadership approach that the leader uses is able to transform the followers and the organization, be able to continuously inspire the followers, have them operate effectively guided by a clear vision, be mobilized and motivated to work towards the achievement of this vision and own up this vision for the success of the organization, this leader has to make sure that in whatever he does, its within the four pillars of transformational leadership so that both the leader and the followers can be able to raise one another to high levels of motivational and ethical practices (Winborn, 2018; SuccessStory, 2019).

I. Idealized influence

This means that the leader should be able to use his own example as a motivator for specific behavior. In essence, because the leader practices what he preaches, the subordinates will emulate the good practices and

foster effectiveness. Through this component, the leader is able to start building relationships, which are based on trust and respect (Juneja, 2019). Therefore, idealized influence is the extent to which the leader is able to set the best example for whatever he advocates through his own ethical deeds and impressive character, thus instilling a sense of pride in the followers while gaining high levels of respect and trust from them. Therefore, the leader serves as the role model to his followers in each and everything that he does and in every situation he is involved in, through the provision of an appealing vision and mission (Bednall, Rafferty, Shipton, Sanders, and Jackson, 2018).

The leader is supposed to be an ethical steward for the organizational resources and values and demonstrate the same to their followers. They are expected to exhibit unquestionable integrity and ethical behavior. However, in as much as transformational leaders are expected to prohibit positive values and morals to the followers, they may also negatively influence the followers into committing and expressing unethical behaviors without reasoning in the belief that their leader is always right. This is because, whatever the leader does is taken as correct and whatever he says is taken as the gospel truth (Naber and Mo, 2017). The implication in this context is that by and large an organization is guided by the pace by the leader because the subordinates are there to actualize whatever instructions that are given to them.

Usually, the followers develop loyalty to the leader by recognizing that leader's attributes and thus associating themselves to those attributes. So, if those followers do not take time to morally evaluate the behavior of their leader, they may end up practicing unethical behavior under the disguise of leader's morality. However, the transformational leader may tend to behave according to their followers expectations in order to impress them regardless of whether the organization's vision is being attained or not. Therefore, those followers that possess similar characteristics to those of their leader tend to highly perceive the leader's behavior. Those followers that have a high regard for morality will always tend to view their leader as transformational while those with lower moral reasoning are not able to perceive the ethical aspect of their leader. Therefore, ethical transformational leaders usually convert their followers to become the instruments of ethical behavior (Naber and Mo, 2017).

So, for the leader to be able to instill in the followers positive values and ethical practices, he should always serve as a good role model of the organization's vision so that whatever he advocates and whatever he wants those below him to follow and do can resonate with the organization's intent (Schreiner, n.d.). This leader should always be aware that he possesses a personality that is imitated by those following him as their role model and thus many admire to be like them (Schieltz, 2019). So, the leader should always do the right thing freely and whole heartedly without being pushed by anyone and without seeking for favors from anyone. The leader always ensures that he takes responsibility of his actions and is always ready to directly confront or addresses any of his actions (Teed, 2014).

Also, in order for the leader to be able to make those below them put their effort towards the attainment of the organizational vision, he makes sure that he is always on the front line executing those aspects of the organization that are in line with the vision. He always ensures that the followers have a clear understanding of the vision and he is able to convince them to walk through that journey towards the desired destiny. This characteristic of the leader makes the followers develop passion and love for the leader and admire to behave and act like their leader (Businessballs, 2019).

Therefore, the leader uses his personality as well as morality to influence his relationship with the followers by ensuring that he maintains high levels of integrity, upholds the moral values and ethical principles that he would like the followers to emulate and is always ready to take risks as he ventures into new ways of doing things. As a result, the followers are able to hold their leader in high regard and identify with whatever he does as their role model thus enabling this leader to change them as he expects and without coercion (SuccessStory, 2019).

So, the leader continuously shares his vision with the followers and stimulates them to see what the future holds for them if they abide by the vision. He thus encourage the followers to be part of the vision's realization by willing to take risks and maintaining high levels of discipline and focus towards the accomplishment of the vision (Winborn, 2018).

II. Inspirational motivation

This is the extent to which the leader is able to continuously and progressively articulate a powerful and appealing vision that can internally drive the followers towards its realization through high levels of enthusiasm and optimism. By so doing, the leader builds in the followers a strong sense of purpose, explains about the purpose and the meaning in whatever he does, and communicates regularly about the vision in a very clear manner, always empowering them to trust in their capabilities. The leader should constantly promote a consistent vision with well-defined goals and objectives and clear well-defined values to guide the team. He always shows confidence towards subordinates and support to help them achieve the goals through focus on self-development (Juneja, 2019).

Therefore, inspirational motivation is the leaders behavior to positively influence the emotional qualities of those led towards the goal and continuously build confidence in them through communication (Bednall, Rafferty, Shipton, Sanders, and Jackson, 2018). The leader always encourages those below him to put all their energies in whatever they do so that they can be successful (Schreiner, n.d.).

In this case, a good leader should always be able to motivate and inspire confidence to those that he is leading and help them to be able to have a sense of purpose about their future. He should thus be able to continuously communicate to them about his expectations from them in relation to the set vision and be able to articulate clearly what the future holds for the followers. For this to be possible, this leader should be able to demonstrate the same by being personally committed to the set goals. This leader should thus be able to communicate very clearly so that he can be able to convey information without any aspects of ambiguity with a sense of authority and power. This means that he should have a very clear understanding of what he wants the followers to do. In so doing, this leaders is able to convince the followers very clearly concerning the importance of their effort in whatever they are doing, with high levels of optimism and enthusiasm (Schieltz, 2019).

The leaders are thus always out to raise the morale of followers by using various motivational techniques while setting a good example themselves. They always communicate their expectations and show the followers that they have a great trust and regard in their followers capabilities towards accomplishing the set organizational goals. These leaders get committed fully and wholeheartedly in their organizational work thus making others feel challenged by the leader and want to follow suit (Businessballs, 2019).

The leader always encourages the followers not to rest in a comfort zone but should always be ready to challenge their own altitudes and do their level best to attain their desired goals. They encourage the followers to take up challenging tasks and venture into new areas and new ways of doing things. They also encourage the followers to take time to identify their weaknesses and strengths and take actions based on the same to make things better (Teed, 2014).

Further, the leader always ensures that he continuously creates in the followers an energetic desire and inner drive towards the attainment of the vision. He ensures that the inner drive and desire to achieve the set goals is continuously aroused in the members thus enabling them to attain high levels of satisfaction and productivity. These members are therefore always attracted to the leader's message and stick to it thus being committed and dedicated into achieving the organizational goal. As a result, the followers maintain their loyalty to the leader and to the organization thus overcoming any form of resistivity and leading to the realization of the organizational goal through committed workforce with very minimal turnover. However for this to be possible, the leader needs to put in place very clear, open and effective communication channels and have very good communication skills that can charm, motivate and inspire the followers with a high sense of optimism and enthusiasm (SuccessStory, 2019).

Also, the leader always gives the followers a sense of purpose and uplifts their levels of confidence. The leader therefore ensures that he effectively utilizes his communication skills so as to inform the followers about the expectation in a very clear and precise manner without any elements of ambiguity. This is because, in as much as the leader communicates through actions based on what he does and how he does it, speaking is also key for purposes of making clarifications and avoidance of misinterpretations. Thus the leader should always act as a leader in speech and deeds and continuously provide a sense of optimism, enthusiasm and always recognize achievements made by the followers as appropriate (Winborn, 2018).

Therefore, inspirational motivation is the extent to which the leader is able to clearly articulate the vision that guides the organizational operations and encourage the followers to execute their mandate beyond their expectations. These leaders normally have high expectations from the followers and they believe that the followers have the capacity and the capability to accomplish anything that they put their focus and energy into. These leaders always show and explain to the followers about the importance of every activity that they undertake and thus they have a clear understanding of not only how they are supposed to do it but they also know why they are doing it. As a result, they are able to impart on the followers a sense of purpose and thus the followers are able to work as a team guided by the common vision. The followers are thus able to invest their effort and abilities in the tasks assigned with optimism that they will excel in them thus enabling the organization achieve its objectives within the stipulated time (Towler, 2020).

III. Individualized consideration

This is the extent to which the leader pays attention to each of the followers by listening attentively to the concerns of each in an empathetic manner, supporting and attending to the follower's needs and recognizing the achievements and contributions made by each follower. By so doing, the leader always acts as a mentor to his followers and rewards each of them differently according to his level of creativity, innovation, talents and knowledge. The leader strives to always empower each follower in making decisions and always provide each

with the needed support to implement his decisions. This leader acknowledges the subordinates' personal needs and desires, both professionally and in private life (Juneja, 2019).

Individualized consideration is thus the process of mentoring the followers through role modeling and giving them the support that they require to overcome challenging tasks. By so doing, the leaders are able to have a clear understanding of the followers, the followers needs and their achievements that require to be recognized (Bednall, E. Rafferty, Shipton, Sanders, & J. Jackson, 2018). This leader always focuses his attention to those below him as unique individuals that require to be listened to and attended to based on their individualized needs (Schreiner, n.d.)

Because of this special relationship between the leader and the followers, the leader is always aware that in as much as he expects the followers to perform certain duties and behave in certain ways, each member of the group is unique and with unique needs from those of others as well as unique characteristics. Therefore, he is able to handle and listen to each person as a different person from others so that he can be able to have a clear understanding of what each person is passing through and what each person expects from the leader or desires to see.

Further, the leader is able to know what each person expects and thus he becomes familiar about the best way to motivate each person because it's not everyone that can be motivated in the same way. Therefore, a good leader should not just be making an assumption about what he or she thinks can motivate a follower, but he should always consult each individual about it so that each individual can be able to appreciate the type of compensation administered at a personal level. The leader should thus be able to recognize what motivates his or her followers by either hearing from others or by carrying out an observation.

In addition, the leader should be able to mentor each individual based on one's personality, strengths and weaknesses and be able to customize trainings or development activities to cater for each individual needs. Therefore, based on the leader's understanding of each member, he should be able to create opportunities for growth and development for each member in order to create fulfillment amongst the members in the positions that they hold. Through personal attention and personal focus, the leader is able to create amongst his members the spirit of being valued, cared for and understood, thus creating a high level of satisfaction and motivation among the followers (Schieltz, 2019).

Because of the unique and diverse nature of the followers, the leader always ensure that he creates diverse environments that can enable each individual to do exploits in what he loves most but in tandem with the organizational goals. These diverse environments help the leader to harness the individual differences for the success of individuals and the organization. The leader thus ensures that these differences are utilized, respected and celebrated without any discrimination for the success of the organization and acquisition of individual goals but in line with the organizational vision. The leaders are able to know each of their followers by names and clearly understand their likes and dislikes, their hobbies and talents and utilize them for the success of the organization. The leaders are always ready to listen to each person's concerns and address them without asserting blames or punishing anyone based on their views or opinions. They always challenge their followers to do more and much better and give them full support to see that this is realized. These leaders also equip the followers with the necessary knowledge and skills and prepare them for succession or future leaders (Businessballs, 2019).

Further, the leaders do not just talk or promise the followers that things will be okay, but they take action to listen empathetically to individual concerns and come up with individualized methods of solving each follower's problems and concerns. These leaders also create opportunities for each person to improve themselves and help them to grow as individual even as the organization grow. They thus take time to listen to each individual and act on them just as they themselves would have liked the followers to do to them. They also take time to help those in need and those with challenges (Teed, 2014).

When the leader works alongside his or her followers, very close ties are able to be established and together with the followers, the leader is able to know what can be implemented in order to benefit not only the organization but also the individual followers (SuccessStory, 2019). So, the leader gains a very clear understanding of each follower's needs in terms of motivation factors, health benefits, work environment effects, relationship with others, one's feelings, individual challenges and strengths, amongst others. With this clear understanding, the leader is able to handle each individual uniquely by meeting the needs and desires of every person as per one's requirements thus keeping each follower motivated and satisfied in one's work and the organization. The leader is able to acquire this understanding either by observing the follower, by getting information through the followers close and trusted friends, or by creating a close but professional relationship with the follower. Through this, the leader is able to know what each staff requires, the kind of gaps that the leader needs to fill in the followers skills and knowledge thus enabling the follower to grow to his or her full potential. As a result, each follower feels to be valued, loved and cared for by the leader and by the organization thus increasing his loyalty, commitment and service towards the accomplishment of the organizational mission and vision (SuccessStory, 2019).

Therefore, individualized consideration is usually the extent to which the leader normally attends to the needs of each follower as a coach, mentor and a guide for the follower. This leader pays a very close attention to each follower, listens to the follower's concerns, offers the necessary support and tries to meet to the needs of the follower. The leader is always empathetic to each follower's situation as well as his background. The leader gets to know each follower's talents, interests, likes and dislikes and is thus able to utilize these personal attributes to not only meet the personal and work needs of the follower but also help utilize these attributes for the attainment of individual and organizational goals. The leader supports this individual to develop and utilize one's gifts and talents and be able to demonstrate them in the work environment. This acknowledgement of an individual as a unique person and helping tap and utilize one's talents, gifts, personalities and characteristics in the work environment helps the follower aspire to grow and develop further and are thus intrinsically motivated to continue working for the organization in the best way they can (Towler, 2020).

IV. Intellectual stimulation

This is the extent to which the leader encourages the followers to think deeply about situations and act independently, take risks and treat experiences as learning opportunities, avoid assumptions, share and air their ideas freely and encourage creativity and innovation in the followers. This leader always seeks to enhance creativity of the subordinates and actively seek to promote autonomy and shared responsibility amongst them by giving them an opportunity to be innovative by making their own decisions and with the freedom to solicit ideas without the fear of criticism (Juneja, 2019). It is the process of encouraging and motivating the followers to always approach situations in new ways without the need to restrict themselves to the existing routine (Bednall, E. Rafferty, Shipton, Sanders, & J. Jackson, 2018). So, the leader always strive to give opportunities to those below him so that they can be able to develop in knowledge and skills (Schreiner, n.d.).

The leader should always be very much ready and willing to empower his followers and enable them to think creatively on everything that they do as autonomous individuals. For this to be possible, the leader should always create opportunities for the followers not only to exercise and practice what they know and believe in, but should also be ready to engage them in the process of decision making in order to stimulate their efforts in identification of solutions and enable them to exercise innovation and creativity. Therefore, this leader always encourages the followers to avoid any assumptions but think critically on how to handle situations positively from an informed perspective and not based on guesswork. He therefore gives the followers the freedom to air their views and ideas without criticizing them. He therefore, positively challenges the followers to critically think about the problems and experiences they encounter and be able to clearly come up with ways of handling the situation. He thus always ensures that he continuously reminds them of the vision and enables them to see the big picture so that they can be able to work with a clear focus in order to succeed in whatever they do (Schieltz, 2019).

These leaders create very conducive environment for the followers to be innovative and creative and also encourage them to formulate new ideas that they feel that they can add value to the organizational goal as well as to themselves. They encourage the followers to seek for new ways and methods of doing things besides the set traditional routine. They also challenge the followers to evaluate their beliefs as well as their values in order to see whether they add any value in their lives or in their work (Businessballs, 2019). They also encourage their followers to critically question the existing practices in order to make the situation much better. They always raise concerns concerning the status quo of things and come up with better ways of doing things by generating solutions even to complex issues. They engage members in problem solving tasks and encourage them to think and reason widely. They also organize various forums to discuss on ways of handling simple and complex situations (Teed, 2014).

In order to encourage the followers to be independent in making decisions concerning their tasks, and help them feel that their opinions, the leaders always appreciate every effort made by the followers and always ensure that the followers feel valued regardless of the mistakes they might have made while executing their mandate. Therefore, the leader continuously encourage the followers to be creative and innovative in whatever they do and ensure that he involves them in the process of decision making. This ensures that every follower is able to own up every decision made thus increasing his or her sense of responsibility. As a result, because the follower feels to be part and parcel of whatever that is happening and has a very clear understanding of whatever he is doing, he tends to work harder even without any form of supervision and his productivity seems to increase. This aspect also increases team spirit leading to creation of a communal environment whereby each feels to belong (SuccessStory, 2019).

The leader also puts in place various programs to ensure that the followers continuously improve in their levels of skills and knowledge and in their levels of innovation and creativity. The leader also engages all the followers in the decision making process and as a team, they are able to arrive at a consensus. As a result, this creates an environment for the followers and the leaders to engage in a thoughtful discussion on issues thus

making the followers to feel that all of their decisions are valued as key players in the attainment of the organizational vision. The leader also embraces high levels of collaboration in the execution of tasks and provides a conducive environment for the same (Winborn, 2018).

Therefore, intellectual stimulation is the extent to which the leader challenges the followers to think deeply about their assumptions and beliefs, take risks and raise their concerns or views. They do so by recognizing that every follower has capability to reason and act in new ways that can steer the organization towards attainment of the set goal through innovation and creativity. The leader therefore collaborates with the followers and encourages them to take individual initiatives as independent individuals in the process of accomplishment of the organizational goals (Towler, 2020).

III. Organizational Effectiveness Based On Pillars Of Transformational Leadership

Organizational effectiveness is the extent to which an organization attains its predetermined goals and objectives, through utilization of the respective strategies, thus enabling the organization to grow and increase in productivity and performance (Coreaxis, 2019). It enables an organization to improve the quality of service or product delivery at minimal cost (CCCK, 2020), as well as enabling the organization to be able to survive and overcome the turbulent competitive environment (Maloney, 2019).

The following are therefore some indicators for an effective organization: it has a very clear vision to guide all operations, clear short-term and long-term plans, maximum achievement of organizational goals and objectives, there is high productivity, huge profits are realized with utilization of minimal resources, there is progressive continuous improvement in processes, good succession planning programs, up-to-date technology, minimal staff turnover, continuous professional development of staff, positive organizational culture for excellence, improved employees' morale, embracing employee diversity, two-way mutual communication, participatory decision making and fair compensation policies (Stid and Kramer, 2015; Coreaxis, 2019; Maloney, 2019; CCCK, 2020).

However, for any profit or non-profit making organization to be rated as being effective, this organization should be led by effective leaders that are not only competent in whatever they do, but that are visionary, inspirational, motivating and serve as exemplary role models. This is because any leadership system that has been put in place in an organization is its generic code that lays a firm ground for achievements, gives meaning to everything that is done, and clearly espouses on what needs to be done. Therefore, the level of effectiveness of the leadership style adopted in an organization determines the organization's level of performance and success. If the leadership style exercised is effective, the followers will always be influenced and inspired by the leader and this is bound to produce effective results (Anderson and Adams, 2020).

For any organization to be able to possess the characteristics or indicators of effective leadership outlined above, the leaders should embrace a leadership style that can transform not only the thinking or the altitude and morale of the staff but that also inspires the members guided by a simulative vision. This leadership style is the transformative leadership style, this organization portray effective this to be possible, the leaders are expected to fully embrace the pillars of transformational leadership that have a direct influence on the level of effectiveness that an organization is able to attain. The following are therefore the applications of pillars of transformational leadership that can play a key role in organizational effectiveness:

I. *Inspirational motivation*

Ordinarily, the employees in an organization usually wait for their leaders to tell them what to do and majority of the workers are very loyal to their leaders regardless of whatever those leaders tell them to do. Many of those workers will always do whatever they are told to do without questioning and do not oppose it regardless of whether it is adding value to themselves or to the organization as long as the employee is guaranteed to be remunerated as agreed by the leader.

However, in the midst of those loyal followers that may follow the leader blindly just for security of their jobs, there are usually others who do not do anything just for the sake of impressing the leader, but they do it after having carefully reflected on it, and are very sure that when they undertake it, it will add value to themselves, to others and to the organization in tandem with their job description and the vision of the organization. As a result, these reflective members do not do what the leader is saying if it does not add value to the organization's vision (M'Lingera and Guantai, 2020). As a result, such members will not be in good terms with such leaders because they are said to disloyal to the leader.

If an organization is in such a state where one group of staff just conform to the leader's whims blindly without focusing on the organization's vision, while another group is focused on the organization's vision but are deterred from working towards it by their leader, such organization becomes ineffective and no goal or vision can be achieved under such leadership.

In an effective organization a leader is totally focused and committed to the achievement of the organizational vision, and this vision directs his footsteps. He is thus able to unite all the staff towards the

predetermined vision, there is cohesion amongst the staff because all have a unity of purpose, and every member or leader in that organization does everything on the basis of achieving the vision (Coreaxis, 2019). Also, in an effective organization the leader puts in place clear organizational goals, objectives and strategies to measure the level of achievement at regular intervals and he sets the best example in everything that he does in line with the organization's vision (Maloney, 2019).

Effective leaders for effective organizations communicate their vision and strategy clearly and frequently to the staff, the duties and responsibilities are very clearly stipulated, the organizations put in place teams that put concerted effort in the execution of a task, the workers are well aligned to the organizational priorities, there is also a very clear connection between various priorities, staff's performance is reviewed once in a while, there are also very well defined procedures to be followed and tools to be utilized in carrying out any activity (Stid and Kramer, 2015)

To ensure that members in the organization do not forget or deviate from the organizational vision, the leaders in an effective organization put in place very well planned and structured meetings for the staff whose main purpose is to continuously update them about the progress being made and share with them captivating information that uplift their morale and that encourage the members to continuously dedicate their energies towards the attainment of the organizational goals. However, in an ineffective organization, the leaders do not hold frequent meetings with the members and do not care of whether the staffs are motivated or not for as long as they are executing the duties they were employed to execute.

Therefore, inspirational motivation plays a very key role in attainment of organizational effectiveness by ensuring that everything is done in line with the vision, very clearly stipulated motivational programs are implemented, very friendly communication channels are setup, team building programs are rolled out, every member is fully aware about what is expected of him and why he is doing whatever he is doing, and the leader always demonstrates his expectations from the members as a collaborative peer and not as a boss (M'Lingera and Guantai, 2020). However, in an ineffective organizations that have not embraced this pillar of transformational leadership, the members are not reminded about the organization's vision, the members lack a sense of optimism and enthusiasm in whatever they do, the leader does not demonstrate what is expected from the members because he acts as the boss and the members are not loyal to the organization but just to the leader for positive impression but not for the success of the organization.

II. Idealized influence

In organizations where leaders do not practice this pillar of transformational leadership, the leaders do not usually care about whether their character and behavior affects the behavior or character of those led. In these type of organizations, the leaders just make declarations or pass rules that they just expect the followers to adhere to without questioning. The same leaders do not do whatever they want the rest of the staff to do, because theirs is just to say what they want but expect the followers to do what they have said. For such leaders, the rules and regulations are only meant to be adhered to by the followers but not by those in charge. As a result, such leaders do what they want including violating the organizational rules but they expect every other person to abide by the same.

However, in organizations where the leaders have embraced idealized influence as a component of good leadership, the leaders do whatever they tell others to do without maintaining the status quo in terms of employer-employee relationship. As a result, a leader directly involves himself in whatever others are doing and behaves just like them in as much as he is their leader. Therefore, in such an organization, if a visitor pays a visit to such organization, he or she may not be able to tell the difference between the leader and the followers because, the leader humbles himself to the level of the ordinary workers and works together with them and through them for the attainment of the organizational goals.

In addition, a transformational leader ensures that he carries himself in dignity and serves as a role model to others in terms of looks, dressing code, ordinary conduct, accountability, honesty and integrity. Therefore, a leader ensures that he inculcates in the behavior of the subordinates an exemplary moral behavior enshrined in the values and virtues of the organization. As such, the leader does not discriminate amongst staff and thus all the staff are treated equally. So, in such organizations, the cases of bribery, corrupt practices, taking of sexual deviants and such other unethical behaviors are unheard of. Also, in order for this leader to cultivate a culture of openness and accountability, he ensures that whatever he does, he makes the followers now about it without hiding anything from them.

However, for organizations that have not embraced idealized influence as key component in leadership, the conduct of their leaders raises a lot of eyebrows and their conduct is forever questionable. Such leaders conduct themselves in ways that do not fit the organization and that does not add any value to the organization they are serving. They tend to take advantage of others thus misusing them, including taking advantage of the organization's resources and using them for their own advantage, and thus they do not care about those they are leading or the organization in relation to the message they are passing to them through their conduct and

behavior. As a result, such organization's resources are misused, the leader is only interested about his personal welfare and does not care about the impact his or her character has on those that one is leading. These are the type of institutions that end up benefiting only the leader at the expense of those being led and at the expense of the organization. This leads to many cases of corruption, immorality and other criminal offences committed by the leader.

Therefore, in effective organizations, the leaders establish and implement mechanism to ensure that in whatever the leader does, it sets an example of how all workers should behave in each and every situation within the organization. So, the leader maintains high levels of discipline in reference to adherence to organizational schedules. As a result, the members end up wanting to associate themselves with the leader and they are always ready and willing to protect their leader in full loyalty. However, in organizations where the leader has not embraced this pillar of leadership, the leader behaves carelessly without a second thought about the impact his behavior has on those he is leading. This demoralizes the followers making them lose faith, trust, respect and loyalty on the leader and thus such an organization is not able to attain the set objectives making the organization to become ineffective.

III. Intellectual stimulation

In organizations that do not achieve their objectives and that are never sure of achieving their goals or targets, there are normally no structures or strategies put in place to create room for the staff to critically think about their experiences and analyze their actions for the purposes of gaining insight and knowledge on what can be done to correct the mistakes they might have made in relation to their work. However, in effective organizations, there are clear schedules and structures put in place to enable the staff come together for the purposes of reflecting on their actions and establishing the effect of their behavior to the attainment of the organizational goals. Through these reflective sessions, the leaders and the staff are able to critically think about their past experiences, identify what they might have not done well and come up with strategies to help them adjust their current behavior to avoid similar mistakes in future. Through these reflective sessions, they are able to challenge their thinking and their actions for successful execution of their work not only for the achievement of their personal goals but also for the success of their colleagues as well as for the success of the organization (M'Lingera and Guantai, 2020).

In addition, in ineffective organizations, there are very rigid predefined structures and procedures of executing various routine operations and every member of the organization is supposed to adhere to those procedures without any alteration. These operations are performed under strict supervision under predefined rules and regulation. Therefore, any staff that deviates from that procedure or does anything outside the stipulated structure is said to have deviated from the standard way of doing things, and that is treated as a deviation from the norm which amounts to insubordination. As a result, the staff are restricted to executing the same routine tasks in the same way throughout their career life in that organization which is not only boring but it also turns the employee into a robot that cannot think or do anything beyond the stipulated level. This way of doing things hinders limits the employees from being innovative and creative and in case of a slight change in the way of doing things, it may take a long time before such an employee adjusts. In this case, the rate of improvement in organization's productivity is limited and predetermined and this hinders organizational effectiveness.

However, in effective organizations whose leadership has embraced the pillar of intellectual stimulation, there is no procedure that is cast in a stone, and the workers are given the freedom to be explorative, innovative and creative in their actions, as long as they do not deviate from the set goal (Juneja, 2019). They have been given all the powers and authority they require to execute their mandate effectively according to their job description. These workers are also given the freedom to execute their mandate independently without being interfered with by the leader. As a result, there is minimal supervision from the leaders because they usually encourage the staff to take responsibility of their work and do all that appertains to it for the purposes of achieving the organizational goals.

In order to ensure that the staff enjoys autonomy in their work, and for assurance that the staff know what they are supposed to do, the leaders ensure that they employ skilled and knowledgeable staff that are competent enough in their lines of operations (CCCK, 2020). Therefore, in these organizations, employment of a professional is not based on 'who do you know' philosophy, but its purely based on one's competences, working experience and level of knowledge and skills (Stid and Kramer, 2015). Once the right person is placed in the right job, this professional is then given the mandate to use any new method or approach to execute his or her duties without being restricted to any routine (Bednall, Rafferty, Shipton, Sanders and Jackson, 2018). However, in ineffective organizations through corrupt and disseminative practices regardless of one's level of skills, knowledge or competences and thus the level of performance of such staff cannot be guaranteed.

Also, in effective organizations, the leaders have put in place various programs to empower the staff and enable them to continuously enhance their levels of skills and knowledge. In such organizations, the staff

does not stagnate in the same job group for long because there are very clear structures for upward mobility which enables the employees to transit to the next higher job groups based on their performance for the purpose of giving them opportunities to undertake new additional responsibilities. Further, the leaders ensure that each of the employees is facilitated to advance in his skills and knowledge by being given opportunities to pursue various professional development activities at clearly stipulated periods. However, in ineffective organizations, there are usually very limited opportunities for promotions, the workers stagnate at the same level for very many years executing the same duties and responsibilities and there are no opportunities for one to pursue professional development activities or causes. As a result, these employees lack room to improve themselves in relation to their careers and thus their output dwindles as years pass by.

In addition, in effective organizations, there are programmed schedules of meetings whose main purpose is not just to challenging the staff's ideologies and perspectives about their potential, but also to engage them in decision making. The leader ensures that he holds frequent meetings with all his staff in order to give them opportunities to contribute to the various agendas of the organization without criticizing them or personalizing their views (Schieltz, 2019). However, in ineffective organizations, the leaders rarely hold meetings or engage the staff in decision making process because they fear the staff to air views that may challenge the leadership. In addition, even if they hold a meeting as a way of fulfilling the organization's requirements, they only give room to a few selected members that are viewed as loyal to the leader to speak while all others are locked out due to pre-set technicalities. As a result, the members do not own up the decisions made in such forums and by such leaders leading to disharmony in the working environment and frequent strikes to force the leadership listen to the members' views and grievances, and this seriously affects the mode of operations in such organizations.

IV. Individualized consideration

In effective organizations, the leaders have established very strong cordial relationships between the employees and the leadership. The employees and the leaders relate freely with each other as colleagues regardless of one's position in the organization followers (SuccessStory, 2019). The leaders embrace both the formal and informal groupings without any interference as long as those groupings do not interfere with the normal operations of the organization. However, in ineffective organizations, the leaders establish strict hierarchical structure of leadership whereby, each individual can only directly report to a specific immediate supervisor in the hierarchy without freedom to freely interact with upper management. Therefore, the only relationship that is recognized in such an organization is the junior to senior or boss to servant or employer – employee type of relationship. Also, in such organizations the staff is only supposed to be part of the formal groups without freedom of association.

Due to the freedom by the members of the organization to relate and associate freely with each other regardless of whether one is the leader or the follower, the leaders are able to have a very clear understanding of each other's needs and concerns. This enables the leader to be able to know what he can do to ensure that each staff is comfortable and satisfied in the place of work (Teed, 2014). Further, in order to strengthen the understanding of each individual, the leaders put in place programmes and avenues for the staff to portray their talents, gifts, interests, hobbies, skills and knowledge such as holding team building activities, holding retreats, having sporting activities and talent shows within the organization, amongst such activities. Through these forums, the leaders are able to identify individual strengths and weaknesses and be able to come up with programs and opportunities to embrace and enhance individual capabilities for the success of both individual and organizational goals (Bednall, Rafferty, Shipton, Sanders and Jackson, 2018).

However, in ineffective organizations, the leaders view socialization events such as sports, retreats, talent shows among others Just time wasting activities. They do not put in place programs that can enable the staff to relax or portray their gifts or talents because they view such as money wasting events. As a result, the leaders really do not have opportunities to discover their employees' potential nor do they give room to their staff to exploit their potential for the success of the organization. Therefore, because the staff feels that they have no room to exploit their potential, they do not enjoy work, they feel not valued and as a result this leads to high employee turnover in such organizations.

In addition, in effective organizations, the leader puts in place structures to be able to meet each individual concerns such as paying visits to the staff avenues of work and join them in the work as they try to find out from the staff whether he or she is comfortable or not. The leader interacts freely with each staff by even assisting the staff in carrying out the duty assigned. As the two execute the same duty, the staff is able to open up and share his experiences freely with his or her leader without fear of intimidation. Such leaders take the individual concerns seriously and amend the operations of the organization to meet these needs. As a result, these leaders manage their organization by walking around; they introduce facilities such as cafeteria, canteens, free meals, free medical checkups, housing services, amongst such other amenities for the purpose of trying to meet the concerns and the needs of the workers.

However, in ineffective organizations, the leaders do not care about what the workers are passing through and they have no room for the individual workers to freely air their grievances or share their experiences or concerns with the leaders. What such leaders are normally interested with is perfect work performance and they don't care whether the staff is comfortable or not as long as the staff is working. Further, in case the performance of the staff deteriorates, the employer threatens the employee with reduction in remuneration or termination of employment. As a result, these employees feel intimidated and not valued leading to reduction in their work output due to lack of morale and interest in the work which leads into organizational inefficiencies.

In addition, in effective organizations, the leaders put in place various methods of rewarding and acknowledging each individual contribution to the organization. They develop satisfactory compensation programs through which every individual effort is recognized. Such activities include administration of special allowances for excellent performance, increasing employee's salaries or wages, promoting individuals to higher job groups, hosting price giving days, amongst such activities, orally applauding employees for good work, amongst such other motivating activities (SuccessStory, 2019). However, in ineffective organizations, the leaders only view salaries and wages as well as threats and sanctions as the key motivators to make the employees work and do not create any other forums to recognize and appreciate employees efforts, talents, knowledge or skills .

Also, in order to be able to receive the concerns and be able to meet the needs of every employee in effective organizations, the leaders put in place other structures through which individuals needs and concerns can be addressed. Such structures include creation of human resource management office, employing professional counselors for the staff, creation of complaints office, allowing the members to elect for themselves a representative that can be presenting their issues to the management as well as placing suggestion boxes at strategic points in the organization. Through such structures, the leader is able to gain a clear understanding of what each individual is passing through and is able to take the right action to address the staff issues. However, in ineffective organizations, there are no such structures put in place and the members even fear facing their leader to air their concerns because they are not sure of what might happen to them afterwards.

Further, in order to ensure that every member of the organization feel valued, honored and respected for who he is, leaders in effective organization respects each member's opinions and views about various issues and they encourage each of the members to be free to air their concerns without victimization (Towler, 2020). As a result, instead of the leaders opposing those that criticize the way things are done, they embrace these members' views and opinions and utilize those views for the success of the organization. Each member is usually free to speak out his or her mind, and the leader does not personalize such views or use those views to victimize the members. In fact, to be able to effectively address those concerns raised, the leaders appoint those that have new opinions of how things can be made better to hold positions for the purposes of giving them opportunities to implement what they advocate. However in ineffective organizations, the leaders victimize anybody that seems to contradict what the leader says and do not give such so called 'controversial people' any opportunities for leadership or for any other activity. This is because they fear such staff to overtake them and dethrone them, which is not the aim for transformational leadership.

Finally, in order to ensure that each member of the organization develops a sense of belong in the organization regardless of his or her cultural, religious or ethnic background, body morphology, sexual or gender alienation, amongst other such individual differences, an effective organization puts in place structures and strategies to embrace diversity and utilize that diversity for the success of both the individual and organizational goals. Such strategies include developing and implementing policies on equality for opportunities and positions regardless of the individual differences, holding open days where various kinds, types and groups of individuals can portray their cultures, forming diversity integration committees that ensure that no one is discriminated against based on individual differences (Businessballs, 2019).

IV. Conclusion

Transformational leadership is an approach to leadership that is built around the idea of inspiring and motivating the followers to do the right thing and strive for excellence by leading through example. This is facilitated through the adaptation of the pillars of transformational leadership through which the leader continuously inspire the followers towards the attainment of the organizational vision by use of his persuasive, charismatic and empathetic skills. As a result, the individuals and organizational status quo gets challenged and changed to strive towards greatness and to unlimited possibilities, the employees get empowered to achieve their full potential and work towards the concept of self-actualization, and the quality of performance and organizational effectiveness improves tremendously. Consequently all the leaders of the 21st Century are expected to be transformational leaders who steer their organizations from the front towards competitive advantage.

V. Recommendation

In order for the organizations to succeed in the current environment characterized by uncertainties, global turbulence, and organizational instabilities, it is important that every type of organization embrace transformational leadership guided by the respective pillars. This will enable them to create a niche for themselves and gain a competitive advantage leading to organizational effectiveness.

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