

# The Role of Transformational Leadership in Improving Employees' Performance.

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In a globalized setting, leaders must be aware of cross-cultural differences and be willing to modify their behavior regardless of their cultural background. During the past decades, transformational leadership has been considered as a key for successful operations, therefore, many researches have been carried out to examine the relationship between transformational leadership and followers' behavior and performance. Transformational leadership can be defined as the process of consciously influencing the organization's members to make a change and achieve their goals. The qualities of transformational leaders have affected the organization's performance through their communication and action, raise the consciousness of the employees of the organization's goals and missions, and encourage them to overcome their personal interest. To achieve the organization's goal, the transformational leader uses four basic dimensions that may affect the self-efficacy of employees which in turn positively affect their ability to increase creativity and innovation in organizational settings. The four components of transformational leadership behavior consisted of:

- Inspirational motivation refers to the ability of leaders to emphasize motivation between their followers and inspire them through confidence, optimism, and enthusiasm.
- Idealized influence refers to leaders' charisma, vision, values, and principles, that make them well respected by their followers.
- Intellectual stimulation refers to leaders' willingness to encourage followers to seek solutions for challenges from a new perspective.
- Individualized consideration refers to leaders' ability to support and listen to the personal needs of their followers.

The findings from empirical research on leadership styles had been questioned if transformational style could be applicable outside North America where it originated and developed. Rao and Kareem Abdul (2015) found that leaders in the MENA region were less transformational and more passive avoidant than leaders in the United States and Europe and this because they are not sharing their beliefs, values, and future vision with their followers. Transformational leadership behaviors with a high level of cultural knowledge of the host country affect innovation orientation and followers' performance. Leaders who demonstrated transformational leadership qualities were more efficient in managing people and companies than those who practiced other types of leadership behaviors, regardless of cultures, countries, and organizations. The advantage of both cultural knowledge and the transformational leadership is that expatriate managers will be able to mitigate all negative effect of group heterogeneity within the organization in the work environment.