

## Chapter 13

# Theoretical Perspective on Contemporary Leadership Styles: Transformational and Relational Leadership

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### **ABSTRACT**

*Leaders can influence the behavior of their followers through the use of different leadership styles. Therefore, the leadership style is viewed as a key determinant of organizational effectiveness. In recent years, leadership trends are changing rapidly, and paradigm shifts in leadership are occurring all over the world. There has especially been a significant expansion of research on contemporary leadership styles. This chapter reviews the most popular and influential leadership styles currently used and present a comprehensive view of two leadership approaches. The purpose of this chapter is to investigate the theoretical perspective of the transformational and relational leadership styles among contemporary leadership approaches. It is expected that research results will be a source for both educational and business contexts.*

### **INTRODUCTION**

The complexities of the rapidly changing global environment requires an effective participation of human resources in order to achieve goals and achieve sustainable long-term success. (Nanjundeswaraswamy & Swamy, 2014, p. 57). In today's dynamic and uncertain business environment, human resources can provide a competitive advantage for organizations, if managed effectively (Asrar-ul-Haq & Kuchinke, 2016, p. 54). Therefore, the leadership style is a key determinant of the success or failure of an organization (Gyanchandani, 2017, p. 29). In recent years, it has emerged that leadership plays an important role in achieving higher efficiency and performance (Kippenberger, 2002, p. 4). Besides, research shows that leadership behaviors can affect employees' job satisfaction, organizational commitment, morale and

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turnover intentions, etc. (Long & Thean 2011; El-Nahas, Abd-El-Salam & Shawky, 2012; Mosadeghrad & Ferdosi, 2013; Babalola, 2016; Ramay, Majeed, Javed, Saeed & Ismail, 2017; Kerdngern & Thanitbenjasith, 2017). The concept of leadership has been studied extensively over the years. In the beginning of the 20<sup>th</sup> century leadership, leadership became a prominent area of research and has become a growing part of management knowledge (Crevani, Lindgren, Packendorff, 2010, p. 77). The extant literature generally focused on different leadership styles and the influence of leadership on organizational outcomes.

This chapter aims to provide a theoretical perspective for transformational and relational leadership. Firstly, the authors provide a brief overview of the definitions of leadership and leadership styles. Thereafter, transformational and relational leaderships are explained under background, the extant literature and dimension subheadings.

## **DEFINITIONS OF LEADERSHIP**

What is leadership? What do leaders do? The answers to these questions have been sought for centuries. Although some authors have found specific answers, discussion on this issue are still ongoing (Fairholm & Fairholm, 2009, p.6). In order to understand the concept of leadership, the authors first examine the definitions of leadership. Leadership means that the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organization (Nikoloski, 2015, p. 33). Therefore, leadership is an important and necessary skill for managers (Osborne, 2008, p. 5). It is an especially necessary ability to create change (Hacker & Roberts, 2004, p. 44). It plays an important role in affecting change and promoting development (Andrews, McConnell & Wescott, 2010, p. 4). The five rules of leadership are to shape the future, make things happen, engage today's talent, build the next generation, and to invest in yourself (Smallwood & Ulrich, 2010, pp. 160-161). Leadership is a concept which has been studied extensively for many decades. There are different definitions by different authors concerning leadership. Table 1 presents that various examples of definitions of leadership.

Leadership has been generally described as the position, personality, responsibility, influence process, an instrument to achieve a goal, behaviors which result from interaction etc. (Limsila & Ogunlana, 2007, p. 165). The main concepts in the definition of leadership are ability to influence their followers, groups and objectives (Yukl, 1994, p. 5). Leadership consists of guiding, encouraging, and facilitating others (Ackoff, 1999, p.25). Briefly, leadership can be defined as process of influence involving a leader and their followers. In essence, leadership involves accomplishing goals through people.

## **LEADERSHIP SYTTLES**

Over the last two decades, leadership styles in organizations have been changing rapidly. The pace of technological development and participation of women in business in particular have had a significant impact on organizational development and leadership styles (Xiaoxia, Xiaoxia & Jing, 2006, p.12). Also, cultural diversifications bring many new challenges to global managers which affect their way of leading (He & Thatchenkery, 2011, p. 449). In addition, other social identities (i.e., race, ethnicity, and minority status) are likely to influence leader identity and behavior (Chin, 2013, p. 1). Leadership style is "the style that a leader adopts in their dealings with those who follow them" (Kippenberger, 2002, p. 6). Leadership style is also defined as a pattern of emphasis that is determined by the intensity of a

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