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**Atıf Künyesi | Citation Info**

Sharify, A. J. & Yawar, M. E. (2024). The Position and Influence of Transformational Leadership on Organizational Culture and Strategies. *Akademik Tarih ve Düşünce Dergisi*, 11 (4), 3737-3748.

**The Position and Influence of Transformational Leadership on Organizational Culture and Strategies**

**Abstract**

*It is obvious that traditional leadership will not survive in the third millennium and the world will need transformational leaders. Transformational leadership actions enable companies to improve their performance while competing in a turbulent and unpredictable environment. When the components of transformational leadership are used as a complement to other leadership actions, it can become a source of competitive advantage for the company, and the use of this competitive advantage can significantly contribute to strategic competition and obtain higher returns in the short and long term. . In fact, without effective transformational leadership, the probability that the company can achieve superior and even satisfactory performance when facing the challenges of the global economy will decrease. In this article, transformational leadership, the scope and development process of transformational leadership and its components are examined, and the impact of transformational leadership on organizational culture and company strategies is examined. The current article is of a descriptive type and the library method was used to collect information related to the subject literature. The results of this research can help organizations to gain more efficiency in a competitive environment.*

**Keywords:** Transformational Leadership, Strategic Management, Organizational Culture



## Dönüşümcü Liderliğin Örgüt Kültürü ve Stratejileri Üzerindeki Yeri ve Etkisi

### Öz

*Geleneksel liderliğin üçüncü milenyumda varlığını sürdüremeyeceği ve dünyanın dönüşümsel liderlere ihtiyaç duyacağı açıktır. Dönüşümcü liderlik eylemleri, şirketlerin çalkantılı ve öngörülemez bir ortamda rekabet ederken performanslarını artırmalarını sağlar. Dönüşümcü liderliğin bileşenleri diğer liderlik eylemlerinin tamamlayıcısı olarak kullanıldığında şirket için bir rekabet avantajı kaynağı haline gelebilir ve bu rekabet avantajının kullanılması stratejik rekabete önemli ölçüde katkı sağlayarak kısa ve uzun vadede daha yüksek getiri elde edilmesini sağlayabilir. . Aslında, etkili bir dönüşümsel liderlik olmadan, şirketin küresel ekonominin zorluklarıyla yüzleşirken üstün ve hatta tatmin edici bir performans elde etme olasılığı azalacaktır. Bu makalede dönüşümsel liderlik, dönüşümsel liderliğin kapsamı ve gelişim süreci ile bileşenleri incelenmekte, dönüşümsel liderliğin örgüt kültürü ve şirket stratejileri üzerindeki etkisi irdelenmektedir. Mevcut makale betimsel türdedir ve konu literatürü ile ilgili bilgi toplamak için kütüphane yöntemi kullanılmıştır. Bu araştırmanın sonuçları, örgütlerin rekabet ortamında daha fazla verimlilik elde etmelerine yardımcı olabilir.*

**Anahtar Kelimeler:** Dönüşümcü Liderlik, Stratejik Yönetim, Örgüt Kültürü

### Introduction

Today, it is very difficult to manage large, complex and advanced organizations, and achieving this task depends on the efforts of qualified, informed and competent managers who have taken steps to accomplish this important task by applying management knowledge and techniques. The ever-increasing progress of technology and the rapid process of changes in various organizations have given difficult tasks to managers. One of the most basic and important duties of a manager in the management process is to lead the organization. In fact, the main pillar of leadership is significant influence and the ability to exercise power, which is exercised by the leader on subordinates and is at the top of the official and organizational duties of a manager. This leadership trait is one of the outstanding and important characteristics of every successful manager. In order to succeed in playing an effective role in the organization, in addition to having a short-term and temporary attitude towards environmental variables, managers must consider the organization and management as a system, and with this attitude, examine the behavior of employees and base their leadership style on The existing facts and conditions, the nature of the work and the description of the duties and characteristics of the employees to choose.

### 1. The Nature of Leadership

Leadership as a process means using influence without using power to direct and coordinate the activities of members of a group, and as an attribute, it means a set of characteristics. A leader has a powerful influence on the behavior of the individual and the

group under his supervision in the organization. The stronger the organization is in terms of leadership, the more successful the organization will be. The discussion of leadership of organizations in a scientific way like other topics started from Taylor and his efforts. From the 1920s and early 1930s, the human relations movement gradually replaced Taylor's scientific method, which paid special attention to human power in addition to the issue of technology to improve efficiency. According to the theory of human relations, the duty of the leader is to facilitate the realization of goals by creating cooperation and cooperation between his subordinates and create opportunities for personal growth.

From the point of view of the human relations movement, it is important to pay attention to human communication, but from the point of view of Taylor's scientific management movement, it is important to pay attention to the task (work) (Yagoubi, et. al, 2010).

## **2. Transformational Leadership**

Today, to justify the inevitability of the phenomenon of change in organizations and the necessity of thinking of solutions in order to adapt constructively and correctly to the changes, the point of view of "troubled waters" is used. This view considers the organization to be likened to a boat that must cross a turbulent river whose water flow is always stormy. In this case, what makes the situation worse is that there are people on this boat who have not cooperated before and none of them have crossed this river before. On the way of the river, there are twists and turns and large rocks that the boat encounters unexpectedly, the destination of the boat is not clear, every once in a while some new people get on the boat and some people leave the boat. Lockett believes that the sea wave is a scary experience. If you stand against it, it will throw you into a corner, however, if you ride it, it can take you far away in no time. It is certainly much easier to wait for and ride the waves of change than to insist on standing still and being pushed aside.

Static and motionless management and leadership cannot last for a long time, the wave will either drown it or the ship of this management and leadership will remain stuck in the mud, and finally, the views of many other theorists such as Toffler, Schwan (1971) and Berg Kubst (1993) also suggests that today's organizations cannot stop the process and speed of changes, but can only turn doubts, fluctuations and instabilities into opportunities for learning, adaptation and optimal alignment. In order to deal with this uncertain environment and continuous changes, the need for people in the role of leader is strongly felt (Hosseini, et. al, 2010).

### **3. Effects of Transformational Leadership**

Transformational leadership needs four components or factors, which are also known as the constituent elements of this theory, to be implemented. These factors are: Ideal influence (ideal characteristics - ideal behaviors): in this case, the person has the characteristics of a charismatic leader; he is trusted and admired by his subordinates, they recognize him as a role model and try to be like him. Ideal influence includes ideal characteristics and ideal behaviors. Inspirational motivation: The leader encourages employees to believe in the goal and its attainability with effort. These people are usually optimistic about the future and the reachability of goals. Mental motivation: The leader mentally motivates the employees. These leaders encourage their followers to approach creative problem solving and question the taken for granted. They encourage followers to examine problems from different angles and implement innovative problem-solving techniques.

Individual considerations: The leader satisfies the emotional needs of subordinates. These leaders recognize the needs of people and help them develop the skills they need to achieve a specific goal. These leaders may spend considerable time nurturing, training, and educating (Mir Kamali et al, 2012).

### **4. Transformational Leadership: Scope and Process**

The development of transformational leadership must be carefully aligned with the company's strategy and used to support and strengthen it. Issues such as globalization, decentralization and the fast pace of the market have forced companies to evaluate how they operate. Today, previous paradigms are no longer effective and understanding the need for change has become very important.

However, determining exactly how to turn these challenges into suitable opportunities is a factor that has caused the concern of many senior managers. High performance organizations consider the process of leadership development as a source and source of competitive advantage (Hosseini et al, 2010).

### **5. Components of Transformational Leadership**

What will make the companies of the third millennium different from the past is how managers carry out the responsibilities of transformational leadership. Senior managers should influence the behavior of organizational stakeholders, especially people within the organization, that is, act like a coach. An effective transformational leader must understand that success is possible through the cooperation of team members.

## 6. Organizational Culture

The meaning of organizational culture is a system of common inferences that members have towards an organization, and this feature separates two organizations from each other. Chris Argeris calls organizational culture a living system and defines it as the behavior that people manifest in action, the way they genuinely think and feel, and the way they genuinely treat each other (<https://tinyurl.com/bdeaban>).

## 7. Organizational Citizenship Behavior

The concept of organizational citizenship behavior was first proposed by Organ and his colleagues in (1983). The initial research that was conducted in the field of organizational citizenship behavior was mostly to identify the responsibilities or behaviors that employees had in the organization, but they were often ignored. Although these behaviors were incompletely measured in traditional job performance evaluations or even sometimes neglected, they were effective in improving organizational effectiveness (Bienstock et al, 2003, p. 360). Organizational researchers define these actions that occur in the workplace as follows: Organizational citizenship behavior is *a set of voluntary and optional behaviors that are not part of the official duties of an individual, but are nevertheless performed by him and effectively improve the duties and roles of the organization*" (Appelbaum et al, 2004, p. 19). Bolino, Turnley and Bloodgood (2002) defined organizational citizenship behavior as the desire and motivation of employees to go beyond formal job requirements in order to help each other, align individual interests with organizational interests, and have a genuine interest in general activities and missions. have defined the organization. They argue that citizenship behaviors in general have two general characteristics: first, they cannot be directly reinforced (i.e., they need not be technically part of a person's job), and second, they result from effort. are special and extraordinary that the organization expects from its employees in order to achieve success.

Also, Oregon, Podsakoff and McKinsey define organizational citizenship behavior as individual and voluntary behaviors that promote the effectiveness and efficiency of the organization's performance, but are not directly rewarded by the organization's formal systems (Stanley, 2008).

## 8. The Components of Organizational Citizenship Behavior

Despite the great interest in organizational citizenship behavior research, its dimensions are still not fully understood. By examining and exploring the literature of this concept, about thirty different types of behavior have been potentially identified, and research has shown that there is a lot of overlap between these concepts and they can be placed in seven general

categories (Podsakoff, MacKenzie, Paine & Bachrach, 2000, p. 516). Helping behaviors: It is an important form of organizational citizenship behaviors that has been noticed by practically every person who has worked in this field. From the conceptual point of view, helping behaviors mean voluntary help towards others (altruism, mediation and encouragement) and preventing work incidents and problems (respect) (Organ, 1994, p. 96).

Altruism: Voluntary behaviors on the part of employees to help people who are involved in work problems.

Mediation: Mediation happens when the conflict causes a personal war between two or more people in the group. The mediator takes steps to resolve the conflicts and helps them to put aside the conflicts in order to avoid dishonor and consider non-personal issues as well (Podsakoff, MacKenzie, Paine & Bachrach, 2000, p. 355).

Encouraging: Celebrating the successes of colleagues (both small and big), which leads to positive reinforcements for creating positive collaborations, so that these collaborations can occur in the future. It is good for managers to appreciate the good work of their subordinates, but it is more effective when one or more colleagues notice it. Because people know that colleagues understand the value of what they do and appreciate it.

Respect: Oregon has stated that respect is a distinct form of organizational citizenship behavior because the other dimensions of citizenship behavior help reduce or solve problems, but respect includes dimensions that prevent problems from occurring before they happen (<http://www.mim.gov.ir>).

## **9. Transformational Leadership and Organizational Citizenship Behavior**

Meta-analytic studies regarding the relationship between organizational citizenship behavior and the factors affecting it indicate the fact that four categories of these factors have been emphasized by research, which are: individual characteristics of employees (such as: employee satisfaction, organizational commitment, perception of justice and perception of leadership support), job characteristics (such as job feedback, job repetitiveness and internal job satisfaction), organizational characteristics (such as organizational reward and appreciation system and perception of organizational support), leadership behaviors (such as ; transformational leadership style) (Arendt-Nielsen & Yarnitsky, 2009, p. 556). Early research in this area by Organ and his colleagues focused mainly on employee attitudes, attitudes, and supportive leader behavior. Subsequent researches in the field of leadership conducted by Podsakov and his colleagues have expanded the realm of leadership behaviors to different types of transformational and transactional leadership behaviors. The effects of occupational and organizational characteristics are mainly proposed in the theories related to leadership

alternatives, which have been studied by various experts. Bess (1985) stated that transformational leadership leads to performance beyond expectations in organizational environments. Research has also empirically proven that there is a positive relationship between transformational leadership and organizational performance. Research also showed that there is a positive relationship between transformational leadership and employee commitment, low levels of job stress, job satisfaction and leader satisfaction, creativity, emotional intelligence, and organizational citizenship behavior.

#### **10. Conceptual Framework of the Influence of Transformational Leadership on Organizational Culture**

Transformational leaders create, introduce and advance cultural forms and change the fabric of reality. In an organizational culture where innovation and satisfaction are high, there is a high probability of seeing transformational leaders who are formed based on the following assumptions: employees are reliable and purposeful; Each person has unique characteristics for participation and complex issues are solved in the simplest possible way.

Transformational leadership is expected to strengthen the culture of innovation in the organization. According to the above, the conceptual framework of the influence of transformational leadership on organizational culture along with the type of their influence is shown in the figure below (Arendt-Nielsen & Yarnitsky, 2009, p. 556).

#### **11. The Impact of Transformational Leadership on Strategic Management**

What ensures the survival of organizations is the observance of principles and correct ways of doing things, which organizations in a competitive environment are condemned to focus and implement productivity. An effective transformational leader must understand that success is possible through the cooperation of team members. Considering the limited resources and the unlimited human needs, the increase in population and the intense and ruthless competition in the global economy, improving the transformation management is not a normal management, but this strategy is a necessity. Undoubtedly, the economic growth and development of different societies today lies in their transformations. Efforts to increase organizational changes are efforts for better life and welfare for individuals and society. In today's competitive world, countries that can create knowledge, insight and behavior and positive changes in their managers and employees will be the winners. Adapting to the rapidly changing environment and gaining the competitive advantage of organizations is that they create self-transformation and innovation in goods, services and systems, through the creation, cultivation and application of ideas, changes in the organization can be created and it became

unique. In order for any organization to be different from others, it must work on unique mechanisms and always be able to differentiate itself from others by offering new goods or services.

It is important to be different because it is the key to sustainability and gaining a sustainable competitive advantage. Usually, it is not possible to reach a competitive advantage with materials, equipment, and providing the same and similar goods and services as other organizations (<https://tinyurl.com/4fnxanxx>). One of the important and basic mechanisms that puts organizations on the path to excellence is creating permanent changes in all organizational dimensions and aspects, the basis for the creation and durability of organizational change and transformation is to provide its social and cultural foundations. In this context, one of the key missions of the managers of organizations is to manage the change process by laying the groundwork and guiding organizational changes.

Based on this and considering the important role and mission of managers in leading organizational change and transformations, this article tries to explain the concept and process of formation of change and address the role and mission of managers in setting the foundation and leading organizational transformation (Blav method, 2023). Change and transformation in the organization is one of the major issues that affect employees and roles and occupy their thoughts, and they react to it according to their thoughts and attitudes towards change, and this relationship and it is a two-way relationship. In some cases, the change and transformation is so extensive that the employees have no choice but to change their attitude in order to adapt themselves to the changes made. Currently, organizations are facing change in the form of dynamic environmental processes and are forced to adapt to environmental factors.

For example, almost every organization must adapt to the environment consisting of different cultures. What will make the companies of the third millennium different from the past. This is how managers perform transformational leadership responsibilities. Senior managers must influence the behavior of organizational stakeholders, especially people within the organization, that is, act like a coach. An effective transformational leader must know that success is possible through the cooperation of team members (Blav method, 2023). Determining the direction of the organization is the responsibility of the senior managers of the organization. The results of a survey on 405 executives from 12 global companies showed that the ability to formulate a meaningful (and understandable) plan, values and strategy for the organization is the most significant competency among the critical or critical skills for global managers to be able to shape the future. make it their own. Organizational plan facilitates organizational progress. A clear goal allows the organization to learn efforts to increase competitive advantage. Resources



and capabilities resulting from innovations, competitors and continuous changes and technological revolutions are essential competencies. In the third millennium, the ability to exploit and develop basic competencies is closely related to the success of the organization, the basic competencies of the organization are valuable resources that are rare, expensive and unimitable, the intellectual or knowledge capital of each organization is unique, and on the selection of transformational leaders of the organization when The basic competencies used in the competition have an impact. The mutual sharing of knowledge and the resulting learning grow the basic competencies of the organization in an effective way. Human capital is the knowledge and skills of the entire workforce of an organization. Transformational managers are those who consider the people of an organization as vital resources that make many of the organization's main competencies and if they are successfully exploited, they will give you an important competitive advantage. In the global economy, companies must invest a lot on human resources, because all competition comes from it. The importance of educational investment on the organization's people is supported by many organizations. Recent studies have shown that organizations that invest 10% more in training have seen an 8.5% increase in productivity. Therefore, a big challenge for transformational managers in the third millennium is to find solutions to encourage and motivate employees to realize their potential. Another challenge of transformational managers is the great diversity of the workforce. Organizational communities include people with different ethnicities and cultures, who may have a special value structure. Therefore, managers should learn to identify and evaluate the beliefs, values, behaviors and competitive business activities of the organization and take steps towards its growth and development. Strategic inconsistency affects the organizational transformation of any organization in its long-term development and life plan along with the problem of incompatibility of current performance with future plans.

This incompatibility of demands with the existing situation usually creates a constant flow to improve the performance of the organization, and when the said flow is accompanied by the timely action of the senior managers of the organization to provide sufficient information about the process of the organization's developments, it can be a strategic turning point in the reform of the program. be the organization's (<https://tinyurl.com/4fnxanxx>). One of the advantages of management based on value systems is that the addressees of these systems can communicate with it. Such managements have a clear picture of specific economic, social, political and cultural trends because the value basis is established in the laws, regulations and orientations of the social system. The requirement of macro management is to manage internally

and to be familiar with the environment, that is, until someone is surrounded, he cannot manage externally. Internal management means the management of internal factors and familiarity with the environment means mastering the environmental factors, and finally, one of the bottlenecks and problems of the management system in Iran is being on the sidelines and underestimating humanities, especially management sciences, and any amount of management and resourcefulness. If things deviate from scientific standards, the cost of management becomes more expensive.

The most important task of a strategist is to gain a correct understanding of the situation ahead. Accordingly, foresight and the use of scientific tools for future research are of vital importance in strategic planning (<https://tinyurl.com/4fnxanxx>). Since one of the main pillars of strategic planning is having a creative and forward-thinking mind, in this article, an attempt has been made to identify some basic principles and methods of preparing the mind to enter future forward-looking studies, ways to achieve strategic thinking. be studied and analyzed based on the principles of future research. The interesting point in the current research is that in a comparative comparison between future research methods based on the principles of scenario writing and the main principles and rules of strategic thinking based on future research, it can be found that Future research is the introduction and prelude to strategic studies discussions. The following points have also been mentioned as common mistakes of the senior managers of the transformation in the organization, so that the senior managers of other organizations should avoid these cases:

1. Disconnection from the change process, after a period of time when the transformation occurs;
2. Relinquishing responsibility for the transformation or handing it over to the transformation project manager, after establishing the transformation process;
3. Stop exchanging opinions and arguing for employees and managers about the need for change and the future situation (perspective) at different times and in different ways;
4. Failure to create an alliance between business leaders and influential stakeholders to support the project;
5. Launching a new transformation project, immediately after the start of the current project (overshadowing the first project);
6. Underestimating resistance to change and underestimating the need to control people who are on the margins of the change process;
7. Failure to meet those expectations of middle managers and supervisors that are related to change and the change process;

8. Spending very little time for the progress of the project and helping the project team to overcome their problems (Mansour, 2016).

### **Conclusion**

The survival of the organization depends on the formation of a culture initiated by effective leaders. This is especially true when the organization is facing a period of change. Since transformational leaders are always concerned about the modernization of the organization, they will seek to cultivate an organizational culture that is favorable and favorable in terms of creativity, problem solving, risk-taking, and experimentalism. In this research, we first reviewed the concepts of transformational leadership and organizational culture, and then explained the relationship between these two issues in the form of a conceptual framework. Then we examined the mutual influence of transformational leadership and strategy, as it was stated, transformational leaders will be able to bring about fundamental changes in attitudes and provide employees' perceptions as well as organizational culture and thereby improve the capabilities needed for the success of the organization. In the end, it is suggested to investigate the impact of transformational leadership on the other 4 dimensions mentioned at the beginning of the article.

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