

3 T Leadership styles in IT industry- A study across Bangalore city

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Abstract: Leadership philosophies play a significant role in determining the outcomes of information technology projects. Over the past few decades, there has been an evolution in the styles of leadership, moving from transactional leadership to transcendental leadership. The purpose of this research is to investigate whether or not there is a connection between the 3T leadership styles. In order to accomplish this goal, a convenience sample of one hundred people working in the information technology sector in Bangalore was selected. The review of the relevant literature served as the basis for the questionnaire, which was produced independently. The information that was gathered from the participants was analyzed with the help of a program called Statistical Package for the Social Sciences (SPSS) Version 25.0, which was made available by International Business Machines (IBM). In order to conduct a correlation study, the AMOS ® Software was utilized. The p value for the link between Transactional leadership and transformative and transcendent leadership is bigger than $p=0.05$, indicating that the relationship is statistically insignificant. There is a correlation, albeit a weak one, between transformational and transcendental styles of leadership in the field of information technology, and this association is statistically significant at a p-value of 0.000.

Keywords: Transactional, Transcendental and Transformational Leadership

Introduction

Given its focus on exchange theory, transactional leadership is deemed less effective than its transformational counterpart. This is because transactional leadership rests on the idea of compensating followers for their performance and effort. The impersonal nature of the leader's interactions with their subordinates is indicative of the ineffectiveness of a transactional leadership style. If there are more positives than negatives to the relationship between a superior and subordinate, then the connection is successful. Transformational leadership is built on the foundation of interpersonal interaction. This method of management is more ambitious than simply praising employees; it aims to bring about systemic change inside the firm.

To inspire their teams and help them develop, transformational leaders appeal to their followers' natural curiosity about the world and persuade them to put their own needs aside to advance the organization's goals. In most situations, the attributes of a transformational leader make them more effective than those of a transactional leader. The effectiveness of transformational leadership is dramatically enhanced as compared to that of transactional leadership. Equally effective in getting things done for a company are leaders who can both inspire and be inspired by those around them. When compared to transformative leadership, transcendental leadership is more effective because of the spiritual dimension it brings to the table. This is one of the main advantages of transcendental over transformative leadership. It is clear that the theory of transcendental leadership outperforms the theory of transformational leadership when it comes to the effectiveness of leadership. The current is an attempt to understand the relationship between 3T (Transactional, Transformational and Transcendental) leadership in IT industry

Review of Literature

Sanders and colleagues' (2003) spiritual continuum diagram shows where transactional and transformational leadership philosophies meet. This juncture can be viewed as a junction. There is a spiritual hierarchy in which transactional leadership is below transformational leadership. This suggests that transformational leadership is linked to a larger degree of faith in rational authority, heightened spiritual awareness, and an evolved moral framework, while transactional leadership is linked to a lower degree of all three of these factors (Sanders et al., 2003). One's charisma is the determining factor in traits like self-determination, immense self-confidence, a firm belief in moral fairness, and an inner direction, all of which are crucial to transformative leadership behavior. According to Sanders and his coworkers, these characteristics are key predictors of a person's propensity to engage in transcendental and spiritual leadership roles. You can use these characteristics to tell the difference between the transactional leadership style and the transformational leadership style. In contrast to transformational leaders, transcendental leaders have a strong belief in a divine authority, a heightened awareness of the divine, and a postconventional moral framework. Because of this, leaders who are capable of transcending their followers' expectations are viewed as more

spiritually advanced than those who can only inspire change. As a result of their superior moral maturity, transcendental leaders are in a better position to guide their followers. According to this concept, the activities of a transcendental leader are those taken at the highest potential spiritual level for a human being (Sanders et al., 2003).

Researchers have theorized that there is a link between spirituality and transcendental leadership and effective leadership based on the data they have accumulated up to this point. Furthermore, spirituality exceeds the bounds of leadership theories like transactional, transformational, and culminates in transcendental leadership ideas and behaviors. To truly appreciate what transcendental leadership means, it is necessary to have a firm grip on the concept of spirituality. As a response to the advent of globalization and the uncertainties it entails, academics have seen a growing interest in mixing spirituality with leadership theories for the goal of leadership development and practice. The need to produce more capable leaders is fueling this curiosity. According to the study's findings, a hierarchical continuum exists between transactional, transformational, and transcendental leadership philosophies. Consistent with the results, this was determined. As a part of their own development, leaders go up the hierarchy, bringing their spiritual and leadership development closer together. When a person rises through the various rungs of the hierarchical continuum of power, they also rise along the three fundamental spiritual attributes of consciousness, moral character, and faith. People who rise to leadership roles tend to grow spiritually. Developing a leader's spirituality in terms of faith, consciousness, and moral character occurs along this hierarchical continuum (transactional-transformational-transcendental) as the leader moves toward becoming a transcendent figure (Liu, 2007).

It is the pinnacle of learning and proof that a complete understanding of oneself necessitates incorporating spiritual elements into one's perspective. The leader's inner and outer spheres of consciousness both reflect the importance the leader places on spiritual growth. The evolution of the human mind is intrinsically tied to the individual's level of consciousness. This is because mental activity is what is meant by "awareness." A leader's frame of mind evolves as a result of successive changes in awareness, egocentrism, and complexity, as described by Sanders et al. (2003). Over the course of a successful career, a leader will go through these shifts. As a leader grows and develops spiritually, he or she through a series of structural adjustments in awareness, which are depicted on the transactional-transformational-transcendental leadership continuum.

When a leader's knowledge and mentality mature in parallel with his or her ability to create meaning, the leader grows in their divine consciousness. This illustrates that leaders get a deeper understanding of spirituality and enhance their ability to lead as they progress from transactional to transformational to transcendent leadership.

The spiritual dimension of moral character is resonant with a leader's ability to make correct or incorrect judgments. This holds true in terms of both the leader's judgment and the outcomes of those decisions. Having a core belief that reverberates between good and evil is essential for leadership. Having this quality is essential if you want to rise to the position of leader. These forms of leadership are associated with the concept of transcendental leadership

because they place more emphasis on an individual's inner convictions than their actions (Sanders et al., 2003). There are three levels of personal growth that are within anyone's grasp: religious enlightenment, intellectual prowess, and moral strength. Since it transcends and exceeds all other virtues, theological virtue represents the pinnacle of human excellence. Among the many wonderful traits that should be encouraged in leaders are love, faith, and hope. All other virtues, it is generally agreed, rest on the foundation of love. The needs of the heart are met, and the path to greatness is opened, when a leader leads with love. Leaders can be judged on a more fundamental level for their moral character and the depth of their spiritual experience can be derived from the number of virtues they possess. Leadership effectiveness and the moral character component of spirituality both rise along a continuum from transactional to transformative to transcendental as leaders progress along the range.

A company's future endeavors might be mapped out in relation to its stated mission and aims. Due to intense global rivalry, tactics that become obsolete as a result of competition, technological advancements, and shorter development cycles for technology, executives need to investigate the future directions their company could take. Fry (2003) recognized components of spiritual leadership that coincide with the theological virtues listed by Sanders et al., such as vision, altruistic love, hope/faith to survive spiritually through membership, and calling. To make it spiritually through membership and calling, authors also highlighted theological characteristics as foresight, selfless love, and hope/faith. The vision of a company ought to inspire confidence and hope among its employees, articulate the firm's intended direction and ultimate purpose, and stand for lofty concepts. If employees can picture where they want the company to go, they may be more invested in making the necessary adjustments. Leaders can use this vision to define the direction of change, streamline individual decisions, and coordinate the efforts of their team to adapt to new circumstances.

Caring for subordinates successfully requires both the giving and receiving of unconditional affection. Transcendental leaders are selfless in their love for their followers and themselves. As a result, everyone concerned can live in peace and prosperity. Faithfulness, trustworthiness, selflessness, lack of jealousy, tolerance, honesty, forgiveness, self-control, and humility are all characteristics of selfless love. Disabling emotions like shame, anger, fear, and pride, love has a powerful buffering effect. Leaders with a transcendental perspective can help others overcome their fears and heal their hearts by drawing on their own feelings of serenity and sharing them with others around them. The tranquility, peace, and joy that transcendental leaders embody gives their followers the tools they need to thrive. Transcendental leaders employ love as a lens through which to observe and care for their followers. Focusing on love makes it simpler to let go of anxiety, stress, and jealousy

It is widely believed that becoming an incarnate and achieving spiritual fulfillment can be accomplished through the practice of a universal religion, which serves as a way of making the journey from the outer to the inside of one's own being. Despite the common misunderstanding that faith and organized religion are synonymous, faith is generally acknowledged as a way to make sense of one's own existence when confronted with mystery and uncertainty (Sanders et al., 2003). Leaders can have a complete understanding of their

environment by applying this principle. Those in authoritative positions get there by giving their whole selves to the core axis of power and worth for a long time and with undying devotion. A leader's spiritual maturity can be gauged by looking at how much faith they've developed, as a person's trust in oneself is reflected in their soul (Sanders et al., 2003). Meaning and purpose in an individual's existence can be attributed to the soul, a vital and necessary energy present in all living things. Leaders progress from the secondary stage to the interdependent stage, and then to the entirely interdependent stage, when they begin to rely on their external environment as an authority for feelings like optimism, loyalty, fear, a sense of doing the right thing, and assurance. At this point, the leader has undergone an inner transformation that has led to a healthy equilibrium between their faith, trust, and vulnerability.

As a result of these adjustments, managers may put their faith in their employees without worrying about losing their position, which fosters not only a deeper level of trust but also a more in-depth familiarity and rapport with those under them (Sanders et al., 2003). A leader's spiritual development, which is based on the beliefs held, affects the way the leader thinks and feels about the meaning of life. The importance of the faith dimension of spirituality and a leader's effectiveness develops as they progress from the transactional to the transformational to the transcendental stage of leadership.

Workplace performance, productivity, and contentment have all been shown to enhance when executives adopt a more transcendental approach, according to the literature. A second characteristic of transcendental leadership is the cultivation of one's own spiritual qualities, features, and deeds, which are then employed to influence the followers' own spiritual dispositions and practices. Examples of spiritual attributes that will be integrated into spiritually transcendental leadership strategies include having a good moral character, loving people selflessly, having hope and faith in the future, and having a clear vision (Fry, 2003; Sanders et al., 2003). When leaders and employees share a common spirituality, it boosts not only financial efficiency and performance but also organizational commitment, organizational or corporate social responsibility, and employee enjoyment of their work. While transactional leaders thrive at achieving money outcomes for their firms, they struggle to generate spiritual outcomes by encouraging their followers to cultivate traits they themselves may or may not possess. This is due to the fact that inspiring followers to adopt character traits that the leader already possesses is the key to producing spiritual results. This illustrates that some aspects of transcendental leadership are not always helpful to people or organizations in the long run (Crossman, 2010; Liu, 2007). More research into the connection between spiritual leadership and workplace spirituality is necessary under the guidance of transcendental leaders. While there has been a flurry of new research on transcendent leadership in recent years, the connection between transactional-transformational and transformational leadership remains poorly understood.

Objectives

- To identify the existing leadership styles in IT Industry across Bangalore

- To examine the correlation between Transactional, Transcendental and Transformational leadership styles among IT employees in Bangalore

Research methods

The researcher used the Cochran formula with a 10% margin of error and 95% confidence to select a sample of 100 IT workers from the population of 15,00,000 IT workers in Bangalore; the study is descriptive in nature; the questionnaire was developed in accordance with the leadership styles identified in the literature review. There were five assertions taken into account for every possible leadership style. The questionnaires were distributed via electronic channels like email and WhatsApp. The information was gathered through face-to-face meetings with several IT workers. The information gathered from the participants was analyzed using IBM's Statistical Package for the Social Sciences (SPSS) Version 25.0. Correlation analysis was conducted with the help of the AMOS ® Software.

Results

Demographic profile of the respondents

The majority of the people included in this study are men working in IT. There were more men than women in the sample (73.5%), however there were also women working in IT (26.5%).

Among the respondents, 41.9% are IT workers between the ages of 31 and 40. 27.1% Between 41 and 50 years old, IT workers make up the bulk of the workforce, with only 11% of respondents younger than 41. A promising statistic is that twenty percent of IT workers are under the age of thirty. The vast majority of respondents (43.9%), when asked how long they have worked in the technology industry, said 10-15 years. About a quarter of respondents (21.9%) said they have more than 15 years of experience, while another quarter (15.5%) said they have between 5 and 10 years of experience. One in five people (18.5%) reported having no more than five years of relevant experience. 41.9% hold a bachelor's degree or higher in engineering, and 40.6% have taken and passed professional engineering courses. Only 17.4% of those surveyed did not complete graduate school.

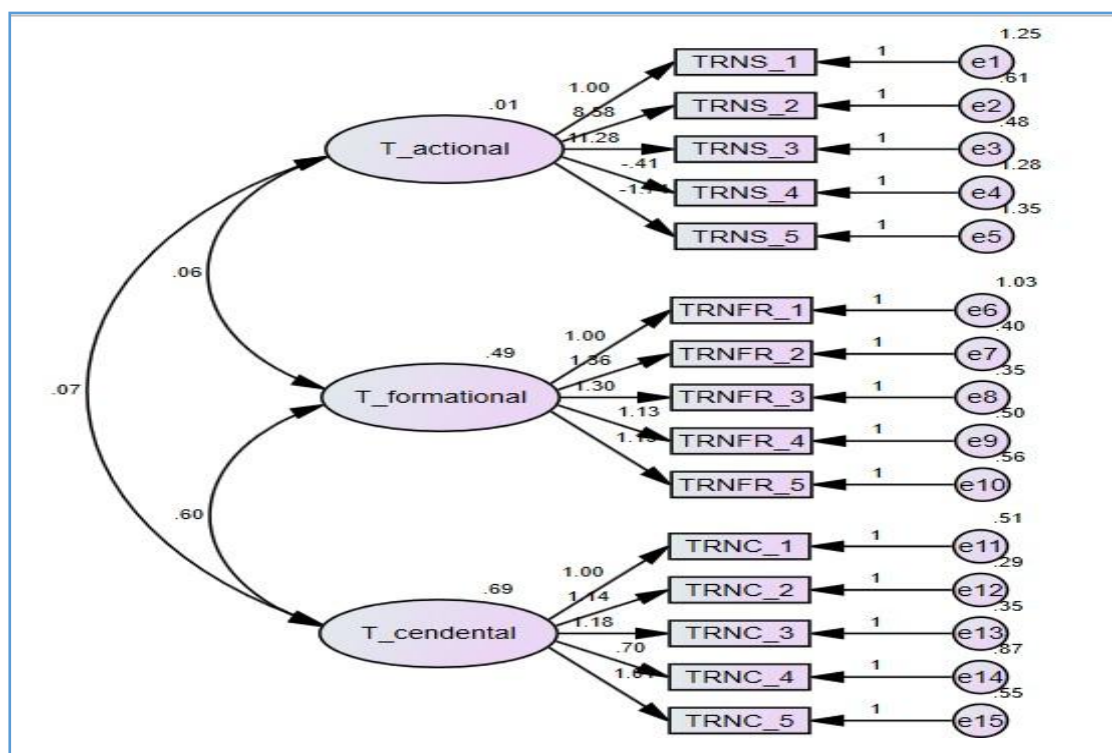
Relationship between Transactional- Transformational and transcendental leadership

The results of the CFA showed that the model did a good job of fitting the data. The Chi-Square value was 2371.281, and it had 212 degrees of freedom. This value was statistically significant, as the p value was 0.00. Its Goodness of Fit Index (GFI) is 0.891, which is lower than the expected Criteria, and its Root Mean Square Error Approximation (RMSEA) is 0.091, which demonstrates that the model is getting close to meeting the expected criteria for good fitness. The Model that is displayed below is the graphical output of the proof that the model has been run, and the Model also displays the standardized estimates for the associations between variables.

Table 1- Relationship between Transactional, Transcendental and Transformational Leadership in IT industry

	Estimate	S.E.	C.R.	P	Label
T_actional <--> T_formational	.059	.036	.655	.098	
T_actional <--> T_cendental	.067	.040	1.661	.097	
T_formational <--> T_cendental	.597	.058	10.222	***	

Figure 1- Relationship between Transactional, Transcendental and Transformational Leadership in IT industry



The results indicate that:

Because the p value is higher than $p=0.05$, the results of the correlation table indicate that the association between transactional leadership with transformational and transcendental leadership cannot be considered significant. In the field of information technology, there is a link that is statistically significant at $p=0.000$ between transformational and transcendental styles of leadership. This association is moderately positive.

Conclusion

While transactional leaders react to problems as they develop, transformational leaders look for ways to prevent problems from arising in the first place. To put it another way, transactional leaders work within the parameters of the established culture, while

transformational leaders draw attention to new ideas and "change" the culture of their organizations. A goal of transformational leaders is to develop an internal, high-order incentive structure that is distinct from the policies and procedures of the firm. To get the most out of their teams, transactional executives keep everyone actively engaged in initiatives. But transformative leaders actively seek to establish such structures. According to the book *Transforming Leadership*, leaders who are transactional make their case by appealing to the self-interest of their staff. However, transformational leaders argue by appealing to the group's best interests and the organization's highest goals. Although both transactional and transformational leaders adhere to management principles, the former is more closely associated with the broader concept of leadership. In this sense, transformational leadership encompasses both transcendent leadership and transformative leadership. The concepts and values of the staff, together with their expectations and goals, are restructured as a result of the process initiated by transformational leaders, who are accountable for creating a fundamentally distinct corporate culture. In contrast to the transactional approach, this strategy puts more weight on a leader's capacity to inspire followers through exemplary behavior, clear communication of the company's vision, and the establishment of measurable objectives. A leader's influence can bring about change in the followers as well. A transformational leader is someone who sets a good example in terms of ethics and morals and who seeks to improve the lives of everyone involved, including the company, its employees, its customers, and the wider community.

According to Burns, leaders should not combine the transactional and transformative styles of leadership. Leaders in the transactional mode operate within the norms of society. They are worried about how employees are rewarded or punished based on their performance. At first, we judge a leader's transformative capacity by the effect he or she has on those who follow them. As a result of the leader's transformational qualities, followers are more committed to the cause than they had been before and are willing to put in longer hours than had been planned. When a leader inspires their followers with a compelling mission and a compelling vision, and when that leader makes his or her followers feel like they are part of something bigger than themselves, these things happen. Idealized influence (previously known as charisma), intellectual stimulation, and personalized concern all contribute to a leader's ability to inspire and motivate their followers to do great things. Furthermore, this leader inspires subordinates to question convention and alter their working environment for the betterment of the group as a whole.

The Banking, Insurance, and Financial Systems are All Open for More Study. To better understand the predominating leadership style in the relevant Industry, researchers might also focus on merging other relevant leadership styles.

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