RELATIONSHIP OF TRANSFORMATIONAL LEADERSHIP AN ORGANIZATIONAL ENVIRONMENT AT SECONDARY LEVEL

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ABSTRACT

Transformational leadership fosters a positive organizational environment by promoting trust, innovation, and employee engagement through visionary and supportive leadership practices. This leadership style enhances collaboration, motivation, and adaptability, driving both individual growth and overall organizational success. The objective of the study was to find out the effect and relationship between transformational leadership (Inspirational Motivation, Idealized Influence, Intellectual Stimulation, and Individualized Consideration) and organizational environment at secondary level. The design of the study is correlational in nature. This study was quantitative research. The philosophical paradigm of quantitative research is positivism. The population was comprise all public and private (with more than 5 branches) secondary schools of Lahore district. The instrument of the study was questionnaires. The validity was found through expert's opinions. Descriptive statistics and inferential statistics in Statistical Package for Social Sciences (SPSS), version 27 was used to analyze the data. Pearson r was used for 1st objective and regression analysis for 2nd objective. The findings of the study revealed that there was highly significant effect and relationship between transformational leadership (Inspirational Motivation, Idealized Influence, Intellectual Stimulation, and Individualized Consideration) and organizational environment at secondary level.

Keywords: *transformational leadership, Inspirational Motivation, Idealized Influence, Intellectual Stimulation, Individualized Consideration, organizational environment, secondary level.*

INTRODUCTION

Transformational leadership, characterized by the ability to inspire and motivate followers toward achieving a shared vision, plays a pivotal role in shaping the organizational environment. This leadership style emphasizes the development of trust, innovation, and a collective sense of purpose, which are essential in fostering a positive organizational climate (Bass & Avolio, 1994; Burns, 1978). Research indicates that transformational leaders significantly influence the emotional and psychological aspects of the workplace, enhancing employee engagement, job satisfaction, and performance (Avolio & Yammarino, 2002; Podsakoff et al., 1990). By

promoting open communication, empowerment, and collaborative decision-making, they create environments conducive to both individual and organizational growth (Conger & Kanungo, 1998; Kark et al., 2003). Studies have consistently linked transformational leadership with increased organizational commitment, reduced turnover intentions, and higher levels of team cohesion (Gong et al., 2009; Judge & Piccolo, 2004). Moreover, this leadership style is instrumental in navigating complex and dynamic business environments by fostering a culture of adaptability and continuous learning (Yukl, 1999; Eisenbeiss et al., 2008). Transformational leaders encourage creativity and innovation, crucial for organizations seeking to maintain a competitive edge (Shin & Zhou, 2003; Keller, 2006).

The reciprocal relationship between transformational leadership and the organizational environment also suggests that a supportive and values-driven culture enhances the effectiveness of transformational leadership practices (Sarros et al., 2008; Detert & Burris, 2007). This interplay underlines the significance of aligning leadership strategies with organizational values and goals to optimize overall performance (Bass et al., 2003; Rafferty & Griffin, 2004). Furthermore, transformational leadership fosters psychological safety, allowing employees to take risks and express ideas without fear of negative repercussions (Edmondson, 1999; Carmeli et al., 2010). This leadership approach has been particularly impactful in diverse and globalized work environments, where inclusivity and cultural sensitivity are paramount (Hofstede et al., 2010; Bass, 1985). As organizations increasingly face the challenges of technological advancements and market uncertainties, the role of transformational leadership in cultivating resilience and a positive organizational climate has become more critical (Zhu et al., 2005; Bass & Riggio, 2006). In summary, transformational leadership not only enhances organizational effectiveness but also enriches the work environment, contributing to sustained success and employee well-being (Tucker & Russell, 2004; Berson & Avolio, 2004).

Transformational leadership, distinguished by its capacity to inspire, motivate, and guide individuals toward a shared vision, has gained substantial recognition for its profound impact on the organizational environment. This leadership style, first conceptualized by Burns (1978) and later expanded by Bass (1985), is characterized by four primary dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These elements collectively foster a climate where employees feel valued, motivated, and empowered to contribute meaningfully to organizational goals (Bass & Avolio, 1994). Consequently, transformational leadership is widely regarded as a pivotal factor in shaping organizational culture and enhancing overall performance (Avolio & Yammarino, 2002; Podsakoff et al., 1990). The influence of transformational leadership on organizational environments is evident in its ability to create a positive and engaging workplace atmosphere. Leaders who adopt this approach prioritize the emotional and psychological well-being of their employees, thereby increasing job satisfaction and organizational commitment (Judge & Piccolo, 2004). Studies have consistently demonstrated that transformational leaders foster trust, collaboration, and open communication, which are essential for building strong interpersonal relationships within teams (Kark et al., 2003; Conger & Kanungo, 1998). These relational dynamics contribute to a supportive organizational climate that encourages employee engagement and reduces turnover intentions (Gong et al., 2009). Furthermore, transformational leadership promotes a sense of shared purpose and vision, aligning individual and organizational goals to drive collective success (Rafferty & Griffin, 2004).

A critical aspect of transformational leadership is its emphasis on fostering innovation and creativity within organizations. Leaders who practice intellectual stimulation challenge existing assumptions, encourage diverse perspectives, and support the exploration of new ideas (Shin & Zhou, 2003). This approach not only enhances problem-solving capabilities but also enables organizations to remain competitive in rapidly evolving markets (Keller, 2006). Research indicates that transformational leadership is particularly effective in environments

characterized by complexity and uncertainty, where adaptability and continuous learning are paramount (Yukl, 1999; Eisenbeiss et al., 2008). By cultivating a culture of innovation, transformational leaders enable organizations to anticipate and respond to external challenges effectively (Bass & Riggio, 2006). Moreover, transformational leadership is associated with the development of psychological safety within the workplace. Psychological safety refers to an environment where employees feel secure in expressing their ideas and concerns without fear of negative repercussions (Edmondson, 1999). Transformational leaders, through their supportive and empathetic approach, create a climate that encourages risk-taking and open dialogue (Carmeli et al., 2010). This environment not only enhances employee morale but also fosters a culture of continuous improvement and knowledge sharing (Detert & Burris, 2007). As a result, organizations led by transformational leaders are more likely to experience higher levels of employee engagement, creativity, and overall job performance (Berson & Avolio, 2004).

The relationship between transformational leadership and organizational environment is also evident in the promotion of ethical behavior and values-based leadership. Transformational leaders often act as role models, demonstrating integrity, fairness, and a commitment to ethical principles (Sarros et al., 2008). This ethical orientation permeates the organizational culture, influencing employee behavior and decision-making processes (Bass et al., 2003). Studies have shown that organizations with strong ethical leadership are more likely to foster trust, reduce instances of misconduct, and enhance overall organizational citizenship behaviors (Brown & Treviño, 2006; Mayer et al., 2012). Consequently, the ethical dimension of transformational leadership contributes to the development of a values-driven organizational environment that prioritizes social responsibility and long-term sustainability (Zhu et al., 2005). In diverse and multicultural organizational settings, transformational leadership plays a crucial role in promoting inclusivity and cultural sensitivity. Globalization and workforce diversification have necessitated leadership approaches that recognize and value cultural differences (Hofstede et al., 2010). Transformational leaders, through their individualized consideration and empathetic communication, are well-equipped to address the unique needs and perspectives of diverse teams (Bass, 1985). This inclusive approach enhances team cohesion, reduces cultural misunderstandings, and fosters a sense of belonging among employees (Eisenbeiss & Knippenberg, 2015). Consequently, transformational leadership is instrumental in creating a harmonious and collaborative organizational environment in multicultural contexts (Tucker & Russell, 2004).

Additionally, the impact of transformational leadership extends to organizational resilience and crisis management. In times of uncertainty or organizational change, transformational leaders provide a stabilizing force by articulating a clear vision and fostering a sense of optimism and purpose (Avolio et al., 2009). Their ability to inspire confidence and maintain morale during challenging periods is critical for sustaining organizational performance and employee well-being (Bass & Riggio, 2006). Research has highlighted the effectiveness of transformational leadership in guiding organizations through periods of disruption, enabling them to adapt and thrive in dynamic environments (Lowe et al., 1996). This adaptability is particularly relevant in the context of technological advancements, market volatility, and global crises, where resilience and agility are essential for long-term success (Gong et al., 2009). Transformational leadership also contributes to the development of human capital within organizations. By emphasizing individualized consideration, transformational leaders invest in the personal and professional growth of their employees (Bass, 1990). This developmental focus enhances employee skills, knowledge, and competencies, which are critical for sustaining organizational competitiveness (Podsakoff et al., 1996). Furthermore, the supportive nature of transformational leadership fosters a learning-oriented culture that encourages continuous improvement and lifelong learning (Rafferty & Griffin, 2004). As organizations increasingly recognize the importance of human capital in

achieving strategic objectives, transformational leadership emerges as a key driver of talent development and organizational success (Avolio & Bass, 2004). In conclusion, transformational leadership profoundly influences the organizational environment by fostering a culture of trust, innovation, inclusivity, and ethical behavior. Through their inspirational and supportive approach, transformational leaders enhance employee engagement, job satisfaction, and organizational commitment. They create environments that encourage creativity, psychological safety, and continuous learning, enabling organizations to navigate complex and dynamic business landscapes effectively. Moreover, the ethical and inclusive dimensions of transformational leadership contribute to the development of a values-driven organizational culture that prioritizes social responsibility and long-term sustainability. As organizations face increasing challenges in the globalized and rapidly changing business world, the role of transformational leadership in shaping positive organizational environments and driving sustainable success becomes more critical than ever. Therefore, understanding and implementing transformational leadership practices is essential for organizations seeking to thrive in the contemporary business landscape.

Objectives
1- To find out the relationship between transformational leadership and organizational environment at secondary level.
2- To find out the effect of transformational leadership on organizational environment at secondary level.

Methodology
The design of the study is correlational in nature. This study was quantitative research which helps in evaluating the relationship of transformational leadership with teachers' trust and organizational environment at secondary level. The philosophical paradigm of quantitative research is positivism. The population was comprise all public and private (with more than 5 branches) secondary schools of Lahore district. The total number of

public secondary schools are 383, of which teachers are 2835 and 383 heads (SIS, 2024). The number of private secondary schools with more than five branches is 9 (Dar-e-Arqam, Unique, KIPS, Allied, The Educator, Smart, City, LGS, Beacon House) was the representatives of private schools in the research. The sample was collected through multistage sampling technique. Firstly, the researcher was divide the population into two strata (public/private) using stratified sampling technique. Each stratum was sub divided into sub-strata, nine schools' system (sub strata) in private sector and five tehsils (sub strata) in public sector. Using the cluster random sampling technique, the researcher was taken ten schools (clusters), (five girls and five boys) from each tehsil (sub-strata). From each cluster (school), seven teachers and one head teacher from male and seven teachers and one head teacher from female schools was selected through simple random sampling. Total sample from public sector will be 400 (350 teachers and 50 head teachers). From private sector, researcher was select the 6 schools (clusters) from each school system (sub-strata) by using cluster random sampling technique. From each school (cluster) 5 male teachers and 1 male head teacher and 5female and 1 female head teacher was selected through simple random sampling technique. Total sample of the study was 324 (270 teachers and 54 head teachers). The instrument of the study was questionnaires. Transformational leadership questionnaire (Stanescu, Zbuchea, & Pinzaru, 2021) and organizational environment questionnaire (Hu, Cai, Lin, Xu, Zhai, & Cai, 2021) was adapted for data collection. The validity was found through expert's opinions. Cronbach's Alpha was computed to assess the dependability of the tool. The Transformational leadership questionnaire value 0.881, and the overall organizational environment value was 0.896, whereas the reliability minimum of Cronbach's Alpha is 0.75. This demonstrated the instrument's dependability. Descriptive statistics and inferential statistics in Statistical Package for Social Sciences (SPSS), version 27 was used to analyze the data. Pearson r was used for 1st objective and regression analysis for 2nd objective.

Data analysis

Table 1: Relationship Transformational leadership and Organizational Environment

		Transformational leadership	Organizational Environment
Transformational leadership	Pearson Correlation	1	.957**
	Sig. (2-tailed)		.000
	N	724	724
Organizational Environment	Pearson Correlation	.957**	1
	Sig. (2-tailed)	.000	
	N	724	724
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation of the main variables used in this study are presented in Table Pearson product correlation among Transformational leadership and Organizational Environment were all shown to be very strong positive and statistically significant (r=.957, p>.000). This means that strong relation between transformational leadership and Organizational Environment.

Table 2: Relationship Inspirational Motivation and Organizational Environment

		Inspirational Motivation	Organizational Environment
Inspirational Motivation	Pearson Correlation	1	.906**
	Sig. (2-tailed)		.000
	N	724	724
Organizational Environment	Pearson Correlation	.906**	1
	Sig. (2-tailed)	.000	
	N	724	724
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation of the variables used in this study are presented in Table Pearson product correlation among Inspirational Motivation and Organizational Environment were all shown to be very strong positive and statistically significant (r=.906, p>.000). This means that strong relation between Inspirational Motivation and Organizational Environment.

Table 3: Relationship Idealized Influence and Organizational Environment

		Idealized Influence	Organizational Environment
Idealized Influence	Pearson Correlation	1	.962**
	Sig. (2-tailed)		.000
	N	724	724
Organizational Environment	Pearson Correlation	.962**	1
	Sig. (2-tailed)	.000	
	N	724	724
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation of the variables used in this study are presented in Table Pearson product correlation among Idealized Influence and Organizational Environment were all shown to be very strong positive and statistically significant (r=.962, p>.000). This means that strong relation between Idealized Influence and Organizational Environment.

Table 4: Relationship Intellectual Stimulation and Organizational Environment

		Intellectual Stimulation	Organizational Environment
Intellectual Stimulation	Pearson Correlation	1	.917**
	Sig. (2-tailed)		.000
	N	724	724
Organizational Environment	Pearson Correlation	.917**	1
	Sig. (2-tailed)	.000	
	N	724	724

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation of the variables used in this study are presented in Table Pearson product correlation among Intellectual Stimulation and Organizational Environment were all shown to be very strong positive and statistically significant (r=.917, p>.000). This means that strong relation between Intellectual Stimulation and Organizational Environment

Table 5: Relationship Individualized Consideration and Organizational Environment

|		Individualized Consideration	Organizational Environment
Individualized Consideration	Pearson Correlation	1	.927**
	Sig. (2-tailed)		.000
	N	724	724
Organizational Environment	Pearson Correlation	.927**	1
	Sig. (2-tailed)	.000	
	N	724	724

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation of the variables used in this study are presented in Table Pearson product correlation among Individualized Consideration and Organizational Environment were all shown to be very strong positive and statistically significant (r=.927, p>.000). This means that strong relation between Individualized Consideration and Organizational Environment.

Table 6: Effect of Transformational leadership on Organizational Environment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Transformational leadership	.064	.033			
	.967	.011	.957	88.484	.000

a. Dependent Variable: Organizational Environment

Histogram
Dependent Variable: OC
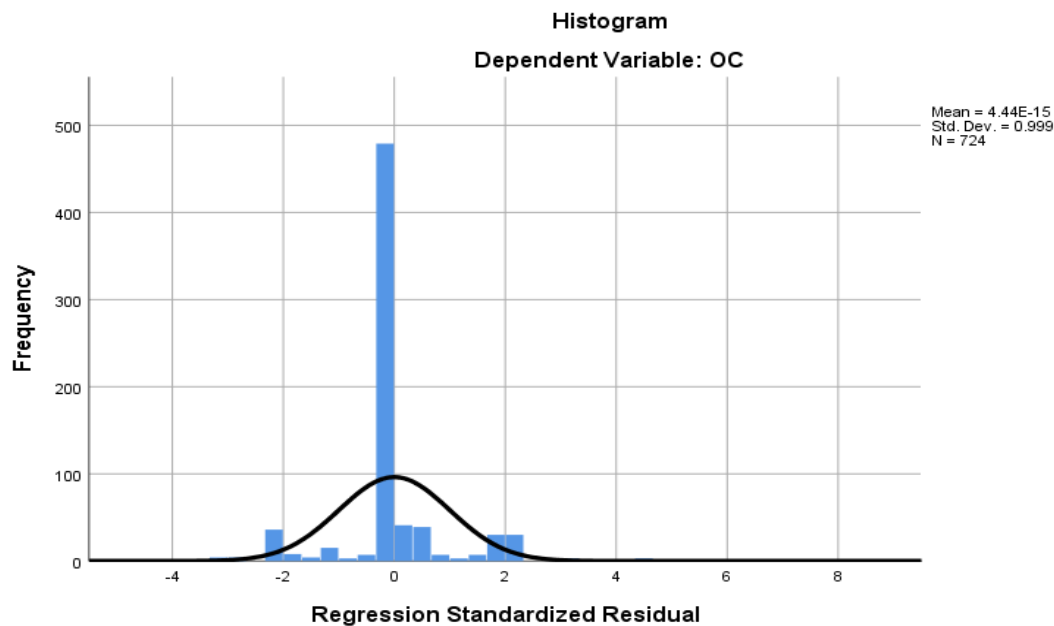
Mean = 7.38E-15
Std. Dev. = 0.999
N = 724
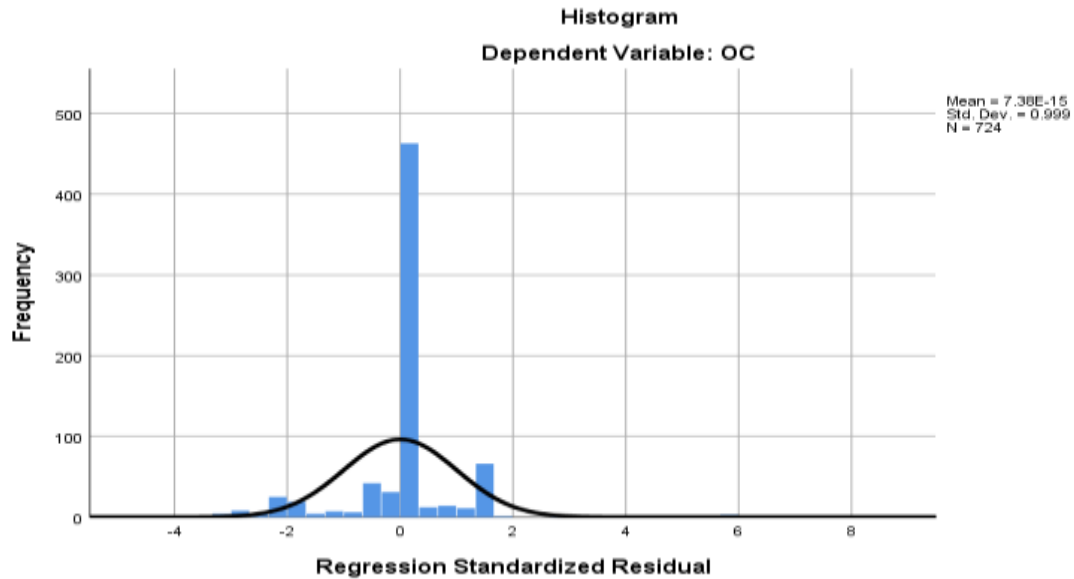
The above table illustrates the effect of transformational leadership on organizational environment. The B-value 0.957, t-value 88.484 and p-value 0.000 which shows that there was highly significant effect of transformational leadership on organizational environment.

Table 7: Relationship Inspirational Motivation and Organizational Environment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Inspirational	.250	.047			
Motivation	.902	.016	.906	57.377	.000

a. Dependent Variable: Organizational Environment

Histogram
Dependent Variable: OC

Mean = 4.44E-15
Std. Dev. = 0.999
N = 724

The above table illustrates the effect of Inspirational Motivation on organizational environment. The B-value 0.906, t-value 57.377 and p-value 0.000 which shows that there was highly significant effect of Inspirational Motivation on organizational environment.

Table 8: Relationship Idealized Influence and Organizational Environment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
	.223	.029			
Idealized Influence	.907	.010	.962	95.306	.000

a. Dependent Variable: Organizational Environment

Histogram
Dependent Variable: OC
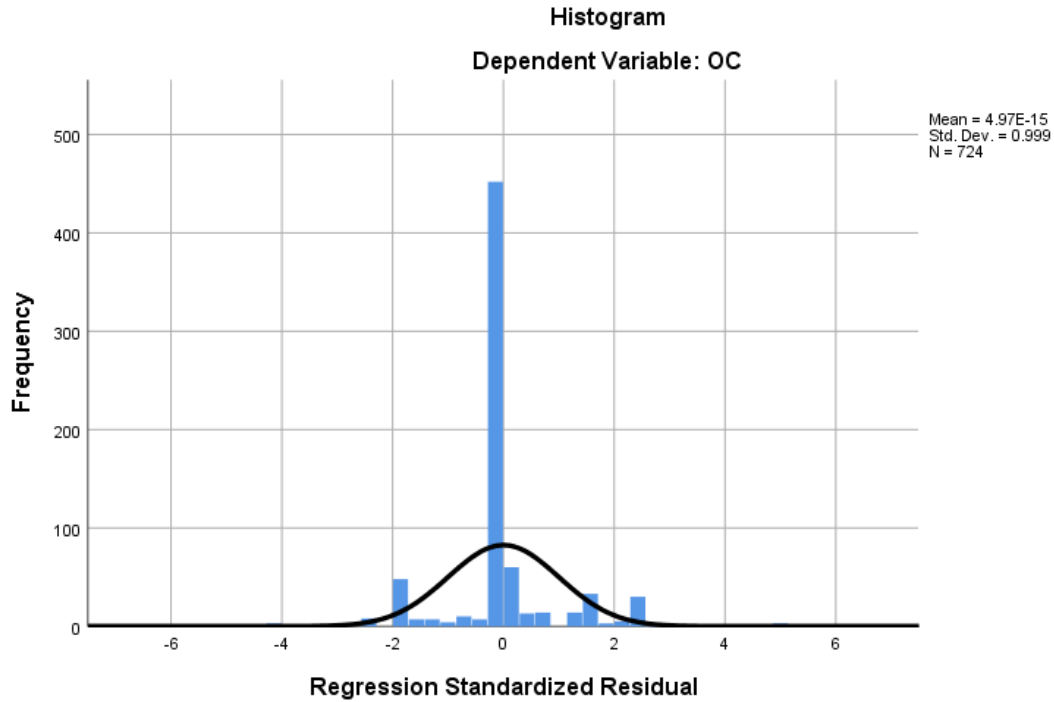
Mean = 8.76E-15
Std. Dev. = 0.999
N = 724
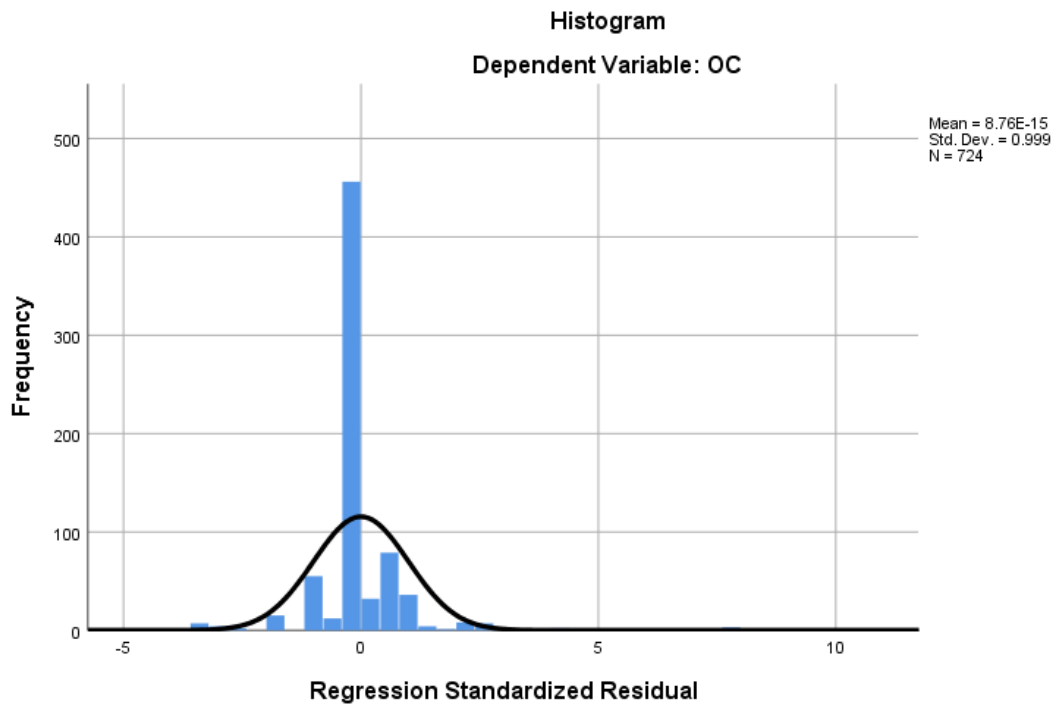
The above table illustrates the effect of Idealized Influence on organizational environment. The B-value 0.962, t-value 95.306 and p-value 0.000 which shows that there was highly significant effect of Idealized Influence on organizational environment.

Table 9: Relationship Intellectual Stimulation and Organizational Environment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Intellectual	.066	.046			
Stimulation	.982	.016	.917	61.977	.000

a. Dependent Variable: Organizational Environment

Histogram
Dependent Variable: OC

Mean = 4.97E-15
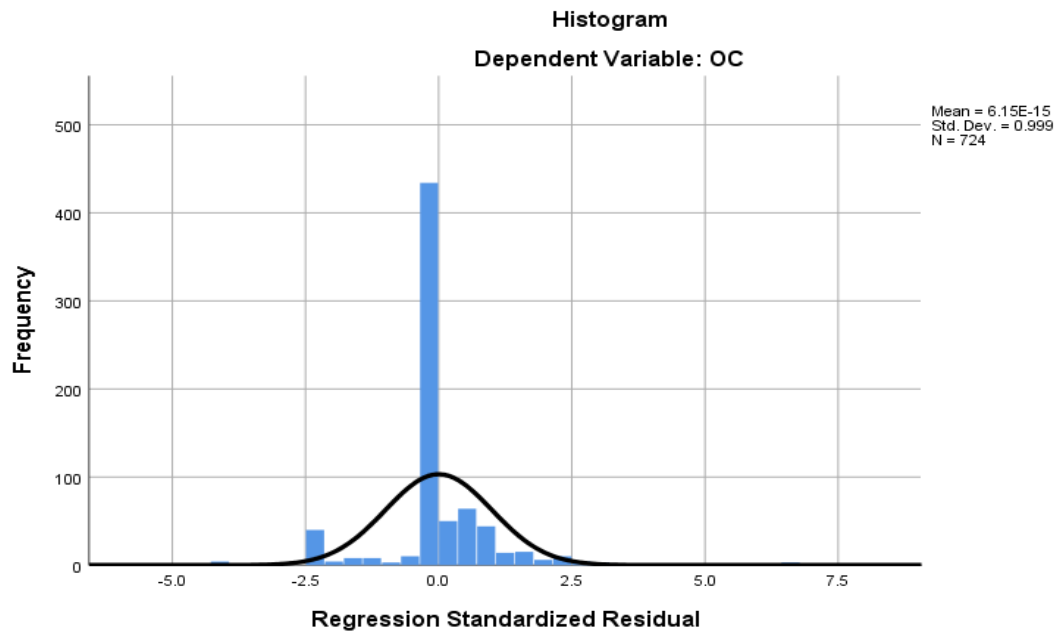Std. Dev. = 0.999
N = 724

The above table illustrates the effect of Intellectual Stimulation on organizational environment. The B-value 0.917, t-value 61.977 and p-value 0.000 which shows that there was highly significant effect of Intellectual Stimulation on organizational environment.

Table 10: Relationship Individualized Consideration and Organizational Environment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Individualized	.335	.040			
Consideration	.860	.013	.927	66.356	.000

a. Dependent Variable: OC

Histogram
Dependent Variable: OC

Mean = 6.15E-15
Std. Dev. = 0.999
N = 724

The above table illustrates the effect of Individualized Consideration on organizational environment. The B-value 0.927, t-value 66.356 and p-value 0.000 which shows that there was highly significant effect of Individualized Consideration on organizational environment.

Discussion

Transformational leadership significantly influences the organizational environment by fostering a culture of trust, innovation, and shared vision. Leaders who exhibit transformational qualities, such as idealized influence and intellectual stimulation, inspire employees to exceed expectations and engage in continuous learning (Bass & Avolio, 1994). This leadership style promotes open communication and psychological safety, enabling employees to express ideas and take risks without fear of repercussions (Edmondson, 1999; Carmeli et al., 2010). Moreover, transformational leaders enhance organizational commitment and reduce turnover by aligning individual goals with organizational objectives (Judge & Piccolo, 2004; Rafferty & Griffin, 2004). As a result, organizations experience improved performance, adaptability, and employee well-being (Bass & Riggio, 2006; Gong et al., 2009).

Inspirational motivation, a key component of transformational leadership, plays a crucial role in shaping a positive organizational environment by articulating a compelling vision that energizes and unites employees (Bass & Avolio, 1994). Leaders who demonstrate inspirational motivation foster a sense of purpose and enthusiasm, encouraging employees to transcend self-interest for the greater good of the organization (Shin & Zhou, 2003). This creates an atmosphere of optimism and resilience, particularly in challenging situations, enhancing overall morale and commitment (Judge & Piccolo, 2004). By setting high expectations and conveying confidence in employees' abilities, inspirational leaders boost motivation and drive collective performance (Kark et al., 2003; Rafferty & Griffin, 2004). Consequently, this dynamic fosters an organizational climate characterized by shared goals, collaboration, and continuous improvement (Avolio & Bass, 2004; Bass & Riggio, 2006).

Idealized influence, a core element of transformational leadership, profoundly impacts the organizational environment by establishing leaders as role models who embody ethical behavior, integrity, and a strong sense of purpose (Bass & Avolio, 1994). Leaders exhibiting idealized influence inspire trust and admiration, fostering a culture of respect and commitment among employees (Avolio & Yammarino, 2002).

This ethical leadership approach enhances organizational cohesion and promotes a values-driven culture, reducing conflicts and encouraging cooperative behavior (Brown & Treviño, 2006; Mayer et al., 2009). By demonstrating consistency between their values and actions, leaders instill a sense of stability and direction, which is critical in navigating organizational challenges (Bass & Riggio, 2006). As a result, organizations experience improved morale, stronger team dynamics, and higher employee engagement (Kark et al., 2003; Sarros et al., 2008).

Intellectual stimulation, a key aspect of transformational leadership, significantly influences the organizational environment by encouraging critical thinking, creativity, and problem-solving (Bass & Avolio, 1994). Leaders who practice intellectual stimulation challenge employees to question assumptions and explore innovative solutions, fostering a culture of continuous learning and adaptability (Shin & Zhou, 2003). This approach enhances employee engagement by empowering individuals to contribute new ideas and take ownership of their work (Keller, 2006). Moreover, it cultivates a psychologically safe environment where diverse perspectives are valued, leading to more effective decision-making and collaboration (Edmondson, 1999; Carmeli et al., 2010). Organizations led by intellectually stimulating leaders tend to be more resilient and better equipped to navigate complex and dynamic business challenges (Eisenbeiss et al., 2008; Gong et al., 2009). Consequently, this leadership style drives innovation and long-term organizational success (Rafferty & Griffin, 2004; Bass & Riggio, 2006).

Individualized consideration, a central component of transformational leadership, positively impacts the organizational environment by addressing employees' unique needs, fostering personal development, and building strong interpersonal relationships (Bass & Avolio, 1994). Leaders who demonstrate this attribute provide tailored mentorship, support, and feedback, enhancing employee satisfaction and motivation (Podsakoff et al., 1990). This personalized approach creates a sense of belonging and psychological safety, encouraging open communication and trust within the organization (Edmondson, 1999; Carmeli et al., 2010). By recognizing individual strengths and aspirations, leaders cultivate a supportive culture that promotes continuous learning and professional growth (Avolio & Bass, 2004). As a result, individualized consideration leads to increased organizational commitment, reduced turnover, and enhanced overall performance (Judge & Piccolo, 2004; Rafferty & Griffin, 2004). This nurturing environment ultimately drives both employee well-being and organizational success (Bass & Riggio, 2006; Gong et al., 2009).

Conclusion
Transformational leadership, through its core dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, significantly shapes the organizational environment by fostering trust, innovation, and employee engagement. Leaders who embody these attributes create a culture of ethical behavior, open communication, and continuous learning, enhancing overall organizational cohesion and resilience. Inspirational motivation unites employees around a shared vision, while intellectual stimulation encourages creativity and problem-solving. Idealized influence builds trust and ethical foundations, and individualized consideration supports personal growth and well-being. Together, these elements drive higher job satisfaction, reduced turnover, and improved performance. By aligning individual aspirations with organizational goals, transformational leadership cultivates a supportive and adaptive workplace. This approach is crucial for organizations seeking long-term success in dynamic and complex environments. Consequently, transformational leadership not only enhances employee well-being but also strengthens organizational competitiveness and sustainability

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