THE EFFECT OF FACTORS OF TRANSFORMATIONAL LEADERSHIP ON FOLLOWERS' DUTY-ORIENTATION IN A RESEARCH AND DEVELOPMENT ORGANIZATION

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Abstract
Transformational leaders motivate their followers towards the transcendental goals and for higher level of self-actualization for the better benefit of larger group instead of working towards self-interest. The transformational leadership behavior has influence on the followers and ultimately on their performance. The transformational leadership and the duty-orientation of the followers were studies using a sample of 771 respondents working for a premium research and development organization in southern India. Duty-orientation is discharging of one's normal duties and role by being totally dedicated to work without bothering about the reward from the effort. It is hypothesized that factors of transformational leadership enhances the duty-orientation of followers. Results from correlation and regression shows that factors transformation leadership enhances the duty-orientation. The implication of transformational leadership affecting the real needs of the followers is discussed.

Introduction

In the present world, many a time people work for unending end- results. Always looking for the result and miss, the joy of working or the process involved. In an environment where only end results matter, individuals begin to take shortcuts to achieve results and compromise on quality of effort or in some cases integrity. This happens mainly because modern organization's management relies largely on outcomes of actions performed when it comes to rewarding system. The progress of an organization depends on the extent to which its employees feel responsible and duty oriented for their position and action. A major aspect of being duty oriented is the work one does, and the attitude with which one goes about their duty. One who treats work as worship tends to follow definite ways of doing work, displays a system of beliefs, and behaves in certain ways. Duty-oriented people display these five characteristics: ends-means reconciliation, belief in law of causality, being non-judgmental, self-abnegation, and calmness in work (Chakraborty, 1987).Duty-orientation essentially means fully understanding the obligations or duties one has towards those in their immediate surroundings. This study looks at the importance of the duty orientation and its contribution toward better work place.

In the present age of dynamically changing business environment, leadership is more important than ever. The organizations' focus is on stimulating and transforming their organizations to meet competitive challenges with efficient leadership style. This attracted interest among the researcher to explore this area and found that Organizations are increasingly focusing on developing transformational leadership in their managers because it leads to better organizational performance. This kind of leadership is necessary for developing appropriate competencies within the organizations. Over the last two decades, considerable literature has accumulated on transformational leadership (Bass 1998). There exists a relationship between transformational leadership behaviors and various outcomes measured at individual and organizational level. For more than three decades, there is accruing literature that proves the influential form of leadership is transformational leadership. This affects the performance highly both in the individual level and organizational level (e.g. Barling, Weber & Kelloway. 1996). This looks at how the duty-orientation in the followers can be enhanced through factors of transformational leadership.

Theory and Hypothesis
Duty-Orientation

When an individual discharges his or her normal duties and role without bothering about the reward or gain from the outcome and does it with full dedication then it is said that individual is duty-oriented (Krishnan, 2008). The major characteristics of duty-orientation are the work one does and the attitude with which one does their duty. According to the Indian world-view, an individual cannot spend a moment without working. He or she might work under compulsion or willingly but all individuals will be working. When a person withdraws from working, he or she goes to a state of lifelessness and sits around mentally recollecting various actions. As per the Indian philosophy, the main objective of the human existence is to transcend nature and realize oneness with others. This can be achieved when an individual carry out his or her duty in a dedicated manner. Individuals can attain highest satisfaction when the set actions or duties are carried out without too much attachment with complete dedication and not looking for any personal gain out of the work. Chakraborty (1987) and Radhakrishnan (1929) dedication in action is required without much thought of the fruit. While discussing about ethical leadership and leadership effectiveness Kanungo and Mendonca(1998) explain how the non-western cultural norms and values explicitly focus on devotion to work.

When an individual treats work as worship he or she likely to follow certain way of doing work, they show a scheme of beliefs, and behave in a certain way. This can be classifies into the followings five categories: ends-means reconciliation, belief in law of causality, being non-judgmental, self-abnegation, and calmness in work (Chakraborty, 1987).

End-Means Reconciliation: Not worrying about the results. Once the goal is set, the individual focuses his or her energies on the execution.

Belief in the Law of Causality: The individuals believe in the law of conservation of moral energy (Radhakrishnan, 1999). According to the law of conservation of moral energy the person today is a result of his or her past action, so whatever the person wishes to be in the future can be produced by his or her present action. No one can get anything until unless he or she earns it; this law is eternal. Duty-oriented individuals know that the future is an effect of the causes initiated in the present and the present is a consequence of actions from the past. This is where will, self-discipline, and ethical disposition of an individual come into picture. These would continually pressure the individuals to act righteously and would stop them from doing wrong (Chakraborty, 1987).

Non-Judgmental: Everyone devoted to work takes his or her own ideal and style to accomplish it. This is something should not be judged by the standards of another (Chakraborty, 1987).

Self-Abnegation: Working towards transcendental goals and for larger good rather working for self-interest. Working without having any thought about the result for the work (Chakraborty, 1987).

Calmness in Work: When an individual remains undisturbed irrespective of situations, he or she is in great state of character of a human being. A person of this state will be devoted to work in such a way he or she will not notice the mocks and the ridicule or the praises of the world.

Transformational Leadership

Leadership has both lower and higher order changes in subordinates. When leadership involves in simple exchange process between the leader and follower, this brings lower order changes in the followers. In transactional leadership, this exchange process happens, where the need of the follower is met when their performance is as contracted with the leader (Hollander, 1978). Here, for the successful completion of the bargain, leader uses power towards the subordinates. However, James MacGregore Burns (1978) suggests higher order changes in followers are possible, and this can be achieved by transformational leadership.

Transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation." The two concepts "transactional leadership" and "transformational leadership" were established by Burns. The followers were motivated towards transcendental goals and towards self-actualizing needs instead of simple transaction. This particular style of leadership creates significant change in organizations and the follower's life. This not only changes the values and perceptions but also the expectations and the aspirations of the employees. Which is in contrast with the transactional leadership, it is not based on "give and take" relationship.

According to Bass (1985) transformational leader are the one who motivates followers to do more than they are expected to do initially. The transformational leaders make the followers to transcend their self-interests for the good of the collective and its goals. Inspire and make the followers to meet higher order needs (Bass, 1985, p.20). By transforming the followers' beliefs and attitudes, the transformational leaders motivate their followers to perform beyond expectations. The morale of the followers are uplifted in transformational leadership while the transactional leaders carte to the immediate self-interest of the followers.

Transformational Leadership versus Transactional Leadership

To meet own self-interests leader and follower get into an exchange relationship this kind of relationship refers to transactional leadership. In this, kind of leadership followers are well informed about the reward they will receive and what is expected out of them. This is form of contingent reward. This takes the form of active management-by-exception where the leader will be monitoring the follower's performance and take the corrective actions when the followers fail. Sometimes it may be a passive leadership, where passive management-by exception is followed. In passive management-by-exception the leader waits till the problem arise and take corrective action after the problem has come.

In transformational leadership, the leader motivates the follower to move beyond their self-interest through his or her leadership behaviors. The transformational leadership behaviors are categorized into idealized influence (charisma),

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inspiration motivation, intellectual stimulation, or individualized consideration. Through these factors leaders motivates the followers to transcend their self-interested goals for the larger good. This makes the followers to get more concerned about well-being of other, the organization, and society. This leadership style broadens and changes the interest of the followers, create awareness, and bring in the acceptance on the purpose or mission of the larger group.

Bass built the model for transformational leadership around four behavioral components:
Idealized Influence – Provides a role model for high ethical behavior, instills pride, gains respect and trust.

Inspirational Motivation – The degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task on hand.

Intellectual Stimulation – The degree, to which the leader challenges assumptions, takes risks and solicits followers' ideas. Leaders with this style stimulate and encourage creativity in their followers. They nurture and develop people who think independently. For such a leader, learning is a value and sees opportunities to learn from unexpected situations. The followers ask questions, think deeply about things, and figure out better ways to execute their tasks.

Individualized Consideration – The degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open, and places challenges before the followers. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self-development and have intrinsic motivation for their tasks.

Transformational Leadership and Duty-Orientation
As explained prior that transformational leadership is based on shifting of the values, beliefs and needs of the followers by the leader. This leads to a greater performance in an organization and in organization that is looking for a change and renewal. According to Burns, the transformational leadership happens when both leader and follower raise each other to a higher level of self, morality, and motivation. Thus, the follower's motives will be changed towards betterment through gratifying their motives by the transformational leaders.

The followers changes their attitudes, beliefs and goals that transforms them to be a better person and performer happens when the transformational leaders exhibits their end values like integrity, honor and justice. The followers tend to adopt their leaders' end value like sense of moral obligation to the organization as their own (Kuhnert and Lewis 1987). Godshalk and Sosik (2000) in their study of mentors as transformational leaders suggest that to be viewed as an effective mentor (i.e., a source of wisdom and inspiration for the protégé), one may have to possess humility often associated with subrogation of self-interests for the good of others or collective interests.Menon and Krishnan (2004) found that transformational leadership affects the duty-orientation of the flowers positively. Den Hartog, De Hoogh, and Keegan (2007) found that when the leader is more charismatic and perceived so by the followers, the followers demonstrated more helping tendency. The followers were more helping when they had a stronger sense of belongingness at work and this is created by the charismatic leader. Mulla &Krishnan (2012) showed that the transformational leadership enhances the duty-orientation of the followers and followers' indifference to rewards. Venkat R. Krishnan (2008) found that transformational leadership enhances followers' duty- orientation and oneness with others. Hence it is
Hypothesis: Factors of transformational leadership affects duty-orientation positively.

Model 1
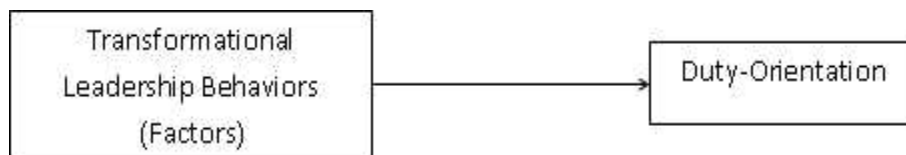
Method
The data was collected from a research and development organization. The respondents of the study are 771 employees. The data was collected from 9 different groups in the research institute. The data was collected from the respondents who have

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minimum 5 years of experience. Prior permission was taken to collect data from the organization. The questionnaires were filled by the respondent with the help of the researcher. The anonymity of the respondent was promised.

Demographic Details of the Sample
Data were collected and used 771 samples. Out of 771 samples, 561 were males and 210 were female. While checking for the gender of the respondents' supervisor it has found that 600 respondents were reporting to male supervisor and 171 respondents were reporting to female supervisor. The respondents varied in their education qualification from schooling to post graduation. 93 respondents have done their schooling, 177 respondents have completed ITI, 246 have completed diploma in various disciplines, 199 were graduate in various discipline and 56 were post-graduates.

Measures
Transformational Leadership will be measured by using a modified version of the Transformational Leadership Questionnaire (TLQ) of Singh and Krishnan (2007) to measure transformational leadership behaviors of the respondent's supervisor. The scale has 30 items, with six items for each of the five factors of transformational leadership. The factors are idealized influence attributed (heroism), idealized influence behavior (ideology), inspirational motivation, intellectual stimulation, and individualized consideration. The respondents were asked to answer the TLQ about their superior to whom he or she is reporting. The respondents were asked to judge about their supervisor on how frequently their leader displayed the behaviors described in the questionnaire, using a five-point scale (0=Not at all; 1=Once in a while; 2=Sometimes; 3=Fairly often; 4=Frequently, if not always).

Duty- Orientation of the followers was measured by using a six-itemed scale. The respondents were asked to read the statements about themselves and evaluate the extent to which he or she agreed with each statement. All responses were recorded using a five-point scale (0=Not at all; 1=Very little; 2=Somewhat; 3=Much; 4=Very much).(Krishnan, 2007)

Results
The means, standard deviations, standardized Cronbach coefficient alphas and zero order correlations are reported in Table 1.

Table 1: Correlations between Variables [a]

	Mean	SD	IIA	IIB	IM	IS	IC	DO
Idealized influence attribute	4.07	.682	(.850)					
Idealized Influence Behavior	3.96	.634	.736[**]	(.810)				
Inspirational Motivation	4.03	.634	.694[**]	.714[**]	(.808)			
Intellectual Stimulation	4.02	.650	.722[**]	.668[**]	.713[**]	(.815)		
Individualized Consideration	4.03	.653	.728[**]	.738[**]	.671[**]	.759[**]	(.832)	
Duty-Orientation	4.15	.516	.595[**]	.557[**]	.542[**]	.541[**]	.592[**]	(.733)

[a] Alphas are in parentheses along the diagonal. ** = $p < .001$.

For the 771 respondents, the scores on Idealized Influence Attribute (IIA) (M = 4.07, SD = 0.682), Idealized Influence Behavior (IIB) (M = 3.96, SD = 0.634), Inspirational Motivation (IM) (M = 4.03, SD = 0.634), Intellectual Stimulation (IS) (M = 4.02, SD = 0.650), Individualized Consideration (IC) (M = 4.03, SD = 0.653), and Duty-Orientation (DO) (M = 4.15, SD = 0.516) were strongly correlated at 1% level of significance.

Table 2: Linear Regression

Dependent Variable	Independent Variable	Beta	t	Model R^2	Model F
Duty-Orientation	Idealized influence attribute	0.244	5.149 ***	0.423	112.06***
	Idealized Influence Behavior	0.089	1.867*		
	Inspirational Motivation	0.123	2.746***		
	Intellectual Stimulation	0.037	0.768		
	Individualized Consideration	0.238	4.844***		

A multiple liner regression was conducted to see if the factors of transformational leadership predict respondent's duty-orientation. The table above give the model summary of regression, where R^2 explains the goodness if fit of the regression model. R^2 explains how much variance is explained by the independent variable. The independent variables for this study are

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the factors of transformational leadership and the dependent variable is respondent's duty-orientation. From the above ANOVA table it is found that factors of transformational leadership explain a significant amount of variance on the duty-orientation of the respondents $F_{(1, 769)} = 112.066$, $p < 0.01$, $R^2 = 0.650$, R^2 adjusted = 0.419. R^2 explains the goodness if fit of the regression model. R^2 explains how much variance is explained by the factors of transformational leadership (independent variable), in this model 65% ($R^2 = 0.650$) of variance explained on the respondent's duty-orientation (dependent variable).

The analyses shows that idealized influence attribute of respondents' supervisor significantly predicts the value of the respondent's duty-orientation (beta = 0.244, t = 5.149, p<0.01). The threshold for the t-statistic is the value has to be more than 1.96. This shows that the analysis is statistically significant.

The analyses shows that idealized influence behavior of respondents' supervisor significantly predicts the value of the respondent's duty-orientation (beta = .089, t = 1.867, p>0.05). The threshold for the t-statistic is the value has to be more than 1.6 at 10% level of significance. This shows that the analysis is statistically significant at 10 % level of significance.

The analyses shows that inspirational motivation of respondents' supervisor significantly predicts the value of the respondent's duty-orientation (beta = 0.123, t = 2.746, p<0.01). The threshold for the t-statistic is the value has to be more than 1.96. This shows that the analysis is statistically significant

The analyses shows that individualized consideration of respondents' supervisor significantly predicts the value of the respondent's duty-orientation (beta = 0.238, t = 4.844, p<0.01). The threshold for the t-statistic is the value has to be more than 1.96. This shows that the analysis is statistically significant.

Collinearity Check: The Variance inflation factor (VIF) of the predictor construct has to be lower than 5. Else, the construct has to be eliminated or form a single construct by merging the predictors or have to create a high-order construct to treat the collinearity issue. From the table it is understood that the VIF of factors of transformational leadership and(VIF values for the factors IIA =2.985, IIB = 2.997, IM = 2.666, IS = 3.064, and IC = 3.205). This confirms that there are no collinearity issues.

Discussion
The above study showed that there is significant relationship between the transformational leadership factors idealized influence attribute, idealized influence behavior, inspirational motivation and individualized consideration behavior of the respondent's supervisor has a liner relationship with the duty-orientation of followers. It can be noted that the intellectual stimulation does not have any liner relationship and not significant. This could be the reason the respondents did not understand the question thus the variance could not be explained. It is observed different factors of the transformational leadership affect the duty-orientation differently. Therefore, not all behavior of transformational leadership affects the duty-orientation equally.

In a research and development organization the respondent are duty-oriented when their immediate supervisor shows the transformational leadership behaviors. In research institutes the employees has to show a higher level of duty-orientation this will give a better quality research and better contribution to the country and world altogether

Limitation and Suggestions for Future Research
The actual measure of exhibiting of transformational behavior will vary according to the kind of work process the supervisors and followers undergo. This study can be further extended to group wise or process wise as that may moderate the relationship. The shift time of the respondents were not considered in this particular study. The gender of the supervisor may affect the way the respondents perceive the transformational leadership behavior. . It is observed different factors of the transformational leadership affect the duty-orientation differently. Therefore, not all behavior of transformational leadership affects the duty-orientation equally. So in detailed studies can be conducted which behavior of transformational leadership enhance the duty-orientation of the followers more. Further studies can be conducted in these above said limitation and contribute to the literature.

Conclusion
The supervisors has to be more interested in what their subordinates really need to succeed in their career and personal self, rather than focus on pleasing them by giving them what is pleasant to them. Just find what the subordinates want and give them is just transactional leadership. For bringing the best out of the subordinates their needs has to be addressed which will in turn make the organization to grow further.

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