



Assessing Interpersonal Competencies for Transformational Leadership in Indian Organizations

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Abstract: In order to better understand how to cultivate transformational leadership in Indian firms, this study delves into the function of interpersonal competences. A unique set of people abilities is necessary for transformational leadership, which is defined by the capacity to inspire and encourage followers to accomplish outstanding results. The impact of transformational leaders' abilities to establish teams, communicate effectively, resolve conflicts, and understand and manage emotions on their success in the Indian business world is the subject of this study. Managers at the mid- and upper levels of different businesses participated in the study through a mixed-methods strategy that included quantitative surveys and qualitative interviews. The results show that a leader's capacity to connect with staff, cultivate a healthy company culture, and propel change is significantly improved by high levels of emotional intelligence. A compelling vision and team alignment can be articulated and maintained through effective communication. The ability to resolve conflicts and develop cohesive teams was also determined to be critical for keeping everyone on the same page during times of change. The research highlights the need for individualized leadership training programs that target these interpersonal skills. Executives can gain the knowledge and skills they need to succeed in the Indian business climate through these types of training. This study provides useful information for creating transformative leaders in India and adds to our knowledge of leadership dynamics in developing economies.

Keywords: Interpersonal, Competencies, Transformational

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INTRODUCTION

The need for transformative leadership is more important than ever in today's dynamic corporate climate. When it comes to fostering innovation and organizational change, transformational leaders are indispensable. These leaders are known for their capacity to inspire and encourage people to achieve outstanding goals. In Indian organizations, where cultural, economic, and social diversity creates its own set of problems and opportunities, this kind of leadership shines. The diverse range of industries, organizational structures, and cultural origins represented in India's corporate landscape is one of its defining features. Because of this variety, effective leadership is required to recognize and make use of individual variations to promote progress and advancement. These demands are perfectly met by transformational leadership, which focuses on vision, inspiration, and change. On the other hand, leaders need certain interpersonal skills to connect with their followers and have an impact on them. It is essential for transformational leaders to possess interpersonal qualities such as emotional intelligence, strong communication skills, the ability to resolve conflicts, and the ability to establish teams. Leaders with high emotional intelligence are able to recognize and control their own emotions and the emotions of people around them, creating a positive and inspiring workplace. In order to maintain peace and focus within their

teams, leaders need to be able to resolve conflicts in a constructive and efficient manner. Last but not least, leaders with good team-building abilities are able to form groups of people who are committed to achieving shared objectives. The purpose of this research is to determine how these interpersonal skills might help Indian businesses leverage more transformational leadership. This research aims to uncover the important competencies that contribute to successful transformative leadership in the Indian context by examining the experiences and practices of mid-level and senior managers across diverse industries. The research will also explore ways these skills may be honed and used to help leaders succeed. Organizations that want to cultivate transformational leaders or improve their leadership development programs might benefit greatly from the insights offered by this research. By analyzing which interpersonal skills are most influential and tailoring their training programs accordingly, organizations may better equip their leaders for the challenges of the Indian business environment. In addition, it will provide actionable advice for developing transformational leadership in varied and ever-changing contexts. This study adds to what is already known about leadership in developing markets. To sum up, this study shows how transformational leaders in India can use interpersonal competencies to propel their organizations to success. The overarching goal of this research, which employs both quantitative and qualitative techniques, is to shed light on the complex web of relationships that supports transformative leadership in Indian businesses.

Transformational Leadership

Pioneers who aim to make new thoughts and new points of view in order to make another manner of development and thriving for the organization in question are referred to be "transformational leaders," and the term "transformational leadership" is used accordingly. In order to be prepared and to gain key capabilities for moving in new directions and arriving at greater ideal performance peaks, they activate the persons who are a part of the association to implement significant modifications in the foundations and premise of the association. The development of responsibility, energy, and steadfastness among supervisors and staff members is the means by which this objective can be attained (Mirkamali et al., 2014). It is the expectation of the transformational leader to cause followers to become aware of unrivalled necessities as well as the transformation of individual interests into group interests. The transformational leader is continually on the lookout for believable thought processes in followers. According to Bass and Avolio, transformational leadership is a relationship that is conscious, moral, and otherworldly. It is a relationship that delivers advancement models to an organization by means of a strong analogous power leadership. Transformational leaders clarify the future possibilities of an organization and provide a model that is consistent with those possibilities; they also further develop an acknowledgment of the group's objectives; they provide a wide range of assistance for the people who work in the organization; and they encourage those people to pursue the organization's objectives (Mortazavi and Nikkar, 2014).

Development of Concept

In 1985, a different researcher by the name of Bernard M. Bass provided an explanation of the psychological concepts that drive transformational and transactional leadership. This researcher expanded upon the research that was conducted by Burns (2014). As an additional point of interest, Bass used the term "transformational" rather than "transforming." In order to provide a better illustration of how transformational leadership may be measured, as well as how it influences the motivation and performance

of followers, Bass added to the initial concepts that were offered by Burns (2016). The degree to which a leader is transformative can initially be evaluated by observing the impact on individuals who continue to follow in the leader's footsteps. Those who follow a transformational leader are characterized by feelings of trust, admiration, loyalty, and respect for the leader. Furthermore, due to the characteristics possessed by the transformational leader, followers are willing to put in more effort than initially anticipated. As a result of the leader's ability to offer something beyond mere personal gain, these goals are achieved. Instead, the transformational leader provides followers with an uplifting mission and vision, along with a strong sense of identity. The idealized influence of the leader, which was traditionally known as charisma, cognitive stimulation, and individual consideration all contribute to the transformation of followers and the inspiration to take action that they experience. In addition to this, the leader motivates others who follow them to come up with novel and creative approaches to challenge the status quo and to improve the environment in order to make it more favorable to successful achievement on the part of the group. As a conclusion, Bass claimed that leadership can simultaneously exhibit both transformational and transactional leadership styles simultaneously, which is in contradiction to the position taken by Burns. Now, after thirty years of research and a number of meta-analyses, it has been discovered that transformational and transactional leadership are both capable of positively predicting a wide range of performance outcomes. These outcomes include factors at the person, group, and organizational level. The significance of these findings can be attributed to the following reasons: (for more information, see Bass & Bass 2008, *The Bass Handbook of Leadership: Theory, Research, and Managerial Applications*, Volume 4, Free Press). As a part of the comprehensive range of leadership, the following four components of transformative leadership are presented here:

Individualized Consideration – The degree to which a leader is attentive to the needs of each individual follower, acts as a mentor or coach, and addresses their concerns and desires is crucial. In addition to demonstrating compassion and support, the leader ensures that communication channels remain open and challenges those under their charge. This approach underscores the importance of mutual respect and valuing each follower's unique contributions to the group. Overall, it highlights the need for mutual respect. As a result of their desire and aspirations for personal growth, followers are naturally motivated to fulfill the responsibilities assigned to them.

Intellectual Stimulation – Whether or not the leader challenges preconceived assumptions, whether or not they take calculated risks, and whether or not they invite followers to give their thoughts and suggestions. When a leader takes this approach, those who follow that leader are energized and encouraged to be creative as a result of that strategy. People who are capable of independent thought are fostered and given the opportunity to develop. The pursuit of knowledge is a top goal for this type of leader, and they see unforeseen obstacles and failures as opportunities for learning. The followers engage in in-depth contemplation, develop thought-provoking inquiries, and search for ways to enhance the manner in which they carry out their tasks.

Inspirational Motivation – The level to which a leader can motivate their people by effectively communicating a compelling vision is crucial. To inspire their followers, effective leaders do three things: they paint a positive picture of the future, set high expectations, and give the task at hand a sense of purpose. Instilling a strong sense of purpose in followers is the first step in motivating them to take action.

The motivation that drives a group forward comes from its mission and the significance it places on its work. By making the leader's vision clear, compelling, accessible, and engaging, effective communication enhances the visionary aspects of a leader's role. A sense of optimism, hope for the future, and self-confidence permeates the group of followers. As a result, they are prepared to work harder on the tasks assigned to them.

Idealized Influence –It instills pride, garners respect and trust, and serves as an example for others, while establishing a benchmark for high ethical behavior. Transformational leadership has begun to be incorporated across all areas of Western culture, including state institutions, as a means of fostering personal and societal development. This approach has grown throughout the Western world. For instance, the Finnish Defense Forces have adopted the Deep Lead Model as their primary method for achieving their objectives in leadership development and training. The Deep Lead Model is grounded in the principles of transformational leadership, which helps ensure its intellectual integrity

OBJECTIVES OF STUDY

1. To ascertain the most important practical interpersonal abilities required in accordance with the viewpoint of the superiors (supervisors) and, moreover, with the backing of the subordinates.
2. To promote an outline of the supervisors' (Superintendents') size in Indian transformational leadership.

RESEARCH METHODOLOGY

Research can be characterized in a very general sense as the systematic gathering of facts and information, followed by an analysis of that material, with the intention of advancing one's knowledge in any particular topic. The goal of research is to find solutions to both theoretical and practical problems by employing methodical methodologies in order to accomplish this goal. According to Webster's Collegiate Dictionary, research is defined as "studious inquiry or examination; especially: investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in light of new facts, or practical application of such new or revised theories or laws." In other words, research is an investigation or experimentation that aims to discover and interpret facts. From the perspective of certain persons, research can be understood as a movement, namely a movement from the known to the unknown. Exploration and discovery are the two main components of the journey

Due to the fact that when we are confronted with the unknown, it leads us to wonder, and our inquisitiveness forces us to study in order to acquire a full and comprehensive understanding of the unfamiliar, we all possess the vital instinct of inquisitiveness. Study is the way that man employs to acquire knowledge of whatever the unknown is, and this inquisitiveness is the mother of all knowledge. Study is the method that man utilizes to receive knowledge of whatever the unknown is. Curiosity is, as the saying goes, the mother of all knowledge. Because research is an academic undertaking, the word "research" ought to be used in a more specific sense than it is commonly understood. Defining and redefining problems, developing hypotheses or proposed solutions, collecting, organizing, and analyzing data, drawing deductions and coming to conclusions, and, as a final step, rigorously testing the conclusions to

determine whether or not they are consistent with the developing hypothesis—these are the steps that Clifford Woody identifies as components of research. According to the Encyclopedia of Social Sciences, research is described as "the manipulation of things, concepts, or symbols for the purpose of generalizing to extend, correct, or verify knowledge," as defined by D. Steiner and M. Stephenson. Regardless of whether the knowledge gained from research is utilized in the development of a theory or in the practice of an art, this definition applies to research.

DATA ANALYSIS

ANALYSIS BASED ON QUANTITATIVE

Overall results:

As far as the entire group is concerned, there is absolutely no correlation whatsoever between the Intervention Program and a transformative leadership style. This holds true for both males and girls; there is no connection at all.

Table 1: Results from a Paired T-Test Evaluating the Intervention Program's Correlation with Transformational Leadership Style across the Board (Female and Male)

Variables	t	df	Table Value at Significance Level 0.05	Remarks
Overall Group Performance (Male and Female) on Pre- and Post-Tests	15.514	312	1.96	Null Hypothesis is rejected

Implication: The Intervention Program is related to the group's overall decision to follow a transformative leader. The Intervention Program has helped every single participant develop a more transformational leadership style. Individualized Consideration, Inspirational Motivation, Idealized Influence (behavior), Intellectual Stimulation, and Idealized Influence (attributed) are the five components of the Transformational leadership style that the Intervention Program improved across the board. A few of these components are individualized consideration, inspirational motivation, idealized influence (behavior), and idealized influence (attributed).

Table 2: A Paired t-Test to Examine the Intervention Program's Correlation with the "Idealized Influence (attributed)"

Variables	t	df	Table Value at Significance Level 0.05	Remarks

Initial assessment of idealized influence (assigned) & Posttest {Contributed Idealized Influence}	29.287	312	1.96	Null Hypothesis is rejected
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Implication: There is a connection between the Idealized Influence (attributed) Program and the Intervention Program. The Transformational leadership style of the entire group has been improved as a result of the Intervention Program, specifically in terms of the "Idealized Influence (attributed)" component.

Table 3 : The relationship between the Intervention Program and the "Idealized Influence (behaviour)" was analysed using a paired t-test.

Variables	t	df	Table Value at Significance Level 0.05	Remarks
Pretest {Idealized Influence (behaviour)} & Posttest {Idealised Influence behaviour}}	28.854	312	1.96	Null Hypothesis is rejected

Implication: There is a connection that can be made between the Intervention Program and the concept of "Idealized Influence (behavior)". The Transformational Leadership Style of the entire group has been improved as a result of the Intervention Program, namely in the area referred to as "Idealized Influence (behavior)".

Table 4: Paired t-Test Relationship between Intervention Program and {Inspirational Motivation}

Variables	t	df	Table Value at Significance Level 0.05	Remarks
Pretest {Inspirational Motivation} & Posttest {Inspirational Motivation}	28.651	312	1.96	Null Hypothesis is rejected

Implication: The "Intervention Program" is connected to "Inspirational Motivation," and the two have a

mutually beneficial connection. The Transformational leadership style of the entire group has been improved as a result of the Intervention Program, specifically in terms of the component (factor) known as "Inspirational Motivation."

Table 5: A Paired t-Test to Investigate the Relationship Between the Intervention Program and the Concept of "Intellectual Stimulation"

Variables	t	df	Table Value at Significance Level 0.05	Remarks
Pretest {Intellectual Stimulation} & Posttest {Intellectual Stimulation}	26.773	312	1.96	Null Hypothesis is rejected

Implication: There is a connection that can be made between the Intervention Program and the term "Intellectual Stimulation." The Transformational leadership style of the entire group has been improved as a result of the Intervention Program, namely in the area known as "Intellectual Stimulation".

CONCLUSION

The findings of this study underscore the pivotal role of interpersonal competencies in fostering transformational leadership within Indian organizations. As businesses navigate an increasingly complex and dynamic environment, the ability of leaders to inspire, motivate, and drive change hinges significantly on their interpersonal skills. This research highlights several key competencies—emotional intelligence, effective communication, conflict resolution, and team-building—that are essential for transformational leaders.

Emotional intelligence emerged as a cornerstone of effective leadership, enabling leaders to connect with employees on a deeper level, foster a positive organizational culture, and navigate the emotional complexities inherent in transformational change. Leaders with high emotional intelligence are better equipped to understand and manage their own emotions, as well as those of their team members, which is crucial for maintaining morale and motivation during periods of transition.

Effective communication was identified as another critical competency. Transformational leaders must be adept at articulating a compelling vision and ensuring that this vision is clearly understood and embraced by all members of the organization. Effective communication facilitates alignment, engagement, and a shared sense of purpose, all of which are vital for achieving extraordinary outcomes.

The ability to resolve conflicts efficiently and constructively was also found to be essential. Transformational leaders must navigate various conflicts that arise from change initiatives, whether they stem from differences in opinion, resistance to change, or other sources. Proficiency in conflict resolution helps maintain harmony and focus within the team, ensuring that conflicts do not derail progress.

Finally, team-building skills are crucial for creating cohesive and high-performing teams. Transformational leaders must foster an environment of trust, collaboration, and mutual support, which is necessary for teams to work effectively towards common goals. Strong team-building skills enable leaders to leverage the diverse strengths and perspectives of their team members, enhancing overall performance and innovation.

This study's insights have practical implications for leadership development programs in Indian organizations. By focusing on these key interpersonal competencies, organizations can better prepare their leaders to meet the demands of a rapidly changing business environment. Tailored training and development initiatives that enhance emotional intelligence, communication, conflict resolution, and team-building skills will equip leaders with the tools they need to drive transformational change

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