COMPARATIVE ASSESSMENT OF TRANSFORMATIONAL, TRANSACTIONAL AND SERVANT LEADERSHIP STYLES FOR ORGANIZATIONAL CHANGE MANAGEMENT IN MALI

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Abstract

The Purpose of this study is to examine the similarities and differences of transformational, transactional and servant leadership theories, and also to examine the contribution those theories make to the understanding of leadership in the case of Mali .The differences between the transformational, transactional and servant leadership styles have significant implications concerning organizational change management. First, transformational leaders have a stronger focus on intellectual stimulation than transactional and servant leaders. Transactional leaders are willing to work within existing systems and negotiate to attain goals of the organization. They tend to think inside the box when solving problems. Servant leader emphasize developing their followers' personal potential and facilitating their personal growth whereas, transformational leaders emphasize enhancing employees' innovation and creativity. These differing attributes are analysed in this article to determine which style promises to be more effective in implementing Malians' organizational change management.

Key Concepts: Assessment, Leadership Style, Organizational Change, Management, Transformational, Transactional, Servant Leadership, Mali

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1. Introduction

The Republic of Mali is a landlocked country in West Africa. Mali is bordered by Algeria to the north, Niger to the east, Burkina Faso and Côte d'Ivoire to the south, Guinea to the south west, Senegal and Mauritania to the west. Its size is just over 1,240,000 square kilometers (480,000 sq mi) with a population of 14.5 million. The capital is Bamako. Mali consists of eight regions and its borders on the north reach deep into the middle of the Sahara, while the country's southern part, where the majority of inhabitants live, features the Niger and Senegal rivers.

In Mali country, organizations or work places conflicts can occur within groups (intra-group conflict) or among groups (inter-group conflict).In any organization, there are many causes of conflicts; however conflicts with an individual, usually arise when a person is uncertain about what task is expected to do, if not clearly defined by the supervisor or the person in charge.

Today, successful organizations need to develop the processes, cultures, and behaviors capable of accommodating and resolving conflicts in ways that benefit the consumer and employees (Nadler and Tusman 1999).

Many indicators reveal that there are different kinds of conflicts in Malians organizations (See

Table 1)

Table1. **Distribution of collective labor conflicts by industry activities, the number of missing work day and professional classification of the workers**

Sectors of activities	Missing Work	Professional classification of the workers				
		Senior high level	Middle managers	skilled workers	maneuvers	Total
Trade		01	09	09	02	21
safeguard			06	70	-	76
Hotels and restaurant		01	03	03	03	10
Industries		04	01	30	34	69
ONG		06	09	06	-	21
Bakeries		-	-	05	01	06
Office of Public Works		-	01	219	-	220
Banks and microfinance		02	07	01	-	10

Associations	-	-	-	-	-
Transports	02	-	06	01	09
Mines	-	-	03	-	03
Health	-	-	-	01	01
Education	01	03	02	-	06
Total	17	39	354	42	452

Source: Annual reports of Inspection of work in Mali (Bamako).2012

The country's economic structure centers on agriculture and fishing. Some of Mali's prominent natural resources include gold, being the third largest producer of gold in the African continent, and salt. "The industrial sector in Mali contributed only 14% to the economy in 2008 (estimates). However, there were major achievements in the sector, namely: The number of industrial enterprises and jobs created (there were 436 industrial enterprises, with 344 in operation, 48 have stopped operating, 42 closed and 2 liquidated in 2007).The formulation of the support project for small and Medium-sized Enterprises; the overall goal of the project is to strengthen the manufacturing industrial sector by providing financial support to SMEs from 2009 to 2013 for a total cost of CFAF 2.695 billion .The operationalization of the Investments Promotion Agency of Mali (API)"[1] .This study is therefore, vital as it will provide some empirical evidence that would remedy the situation.

The focus of scholars performing management research has significantly evolved and had an influence on developments in the leadership field. Based upon this shifting management paradigm, past research in the leadership field focused on universal leadership characteristics, examined power and authority, emphasized the study of individuals, focused on predicting behavior and outcomes, and was leader centered (Kezar, Carducci, & Contreras-McGavin, 2006; B. N. Smith, Montagno, & Kuzmenko, 2004). Conversely, current research in the leadership field is context bound, focuses on mutual power and influence, emphasizes collective and the collaborative relationships, promotes learning, empowerment, and change, and is process oriented (Kezar et al., 2006; B. N.Smith et al., 2004). This example illustrates the significant paradigmatic shift in leadership researcher. The paper will now address significant developments in research within the field of the leadership.

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[1] International Monetary Fund .Publication Services. August 2010 IMF Country Report No. 10/266

2. Related Works and Assumptions

The development and evolution in management theory during the past several decades is illustrated in the paradigmatic shifts from an analytical approach (design, planning, and positioning schools), to a systems approach (entrepreneurial, cognitive, learning, and political schools) to an actors approach (cultural, environmental, and configurational schools).

As the paradigmatic framework of management research has evolved, leadership theory has also evolved. Many schools of management thought have emerged and each school added to the understanding of leadership and its relationship to strategy formulation during the change management process. Mintzberg (1990) presents an excellent illustration of the various seminal and contemporary management schools of thought and their related strategy process as they have developed.

2.1. Evolution of Leadership Theory

2.1.1 .Trait Theory

The trait approach is still used to identify qualities of good leaders (Baum & Locke, 2004; Bolin, 1997; Northouse, 2007). Northouse (2007) provides a list of five traits that are critical for a leader to establish successful followership, which include "intelligence, self-confidence, determination, integrity, and sociability" (p. 19). A leader must have the intelligence to identify changing environmental factors and possess the self-confident and determination to make significant organizational changes. The leader must also manifest a high level of integrity and be able to in still this integrity and values in others (Banutu-Gomez, 2004; Bennis, 1999).The sociability trait provides the leader the ability to create and enhance shared meaning and generate true followership. Next, style theory will be addressed which emerged as a complementary construct to trait theory to broader dimensions of leadership theory.

2.1.2. Style Theory

This leadership style results in high morale but a low level of production efficiency. Third, "impoverished management", involves using minimum effort to accomplish objectives or maintain worker satisfaction levels (Brown & Treviao, 2003; Northouse, 2007). Fourth, "team management", involves people working together through a common vision and a relationship of

trust and respect between leadership and followers (Braga, 2002; Drew & Coulson-Thomas, 1996; Irani, Choudrie, Love, & Gunasekaran, 2002). Thus, each leadership style contains advantages and disadvantages. The next section addresses contemporary leadership approaches and their implications for followers during the change management process.

3. Contemporary Leadership Styles

3.1. Leadership Styles

Several distinctive leadership models have emerged including transactional, transformational and servant. Transactional leaders engage in a process of social exchanges involving a number of reward-based transactions with followers (Avolio & Bass, 1999; Bass, 1990).Transformational leaders inspire followers to share a vision and empower them to attain the vision by providing the necessary resources to develop their full personal potential (Bass, 1990, 1999; Bass & Avolio, 1993). Servant leaders place their follower's interest before their own, emphasize their follower's personal development, and empower their followers (Banutu-Gomez, 2004; Covey, 2006; Rowe, 2003; M. Wheatley, 2004). The analysis presented thus far demonstrates the significant diversity in the various approaches to and styles of leadership. However, the remainder of the paper will focus on an analysis of transformational, transactional versus servant leadership.

3.1.1 .Transformational Leadership style

Burns (1978) is attributed with developing the concept of transformational leadership, or what he called transforming leadership. Transformational leadership is a transition from the older views of leader-centered theory to the newer views of process-centered theory discussed earlier in the analysis. Thus, even though transformational leadership provides many new dimensions to the study of leadership theory, it remains leader-focused and is hierarchical in nature. The analysis evaluates the new considerations of transformational leadership within a four dimensional construct that includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1990, 1999; Bass & Avolio, 1990, 1993; Bass, Jung, Avolio, & Berson, 2003; Bernard M. Bass & Paul Steidlmeier, 1999; B. N. Smith et al., 2004).

3.1.2. Transactional Leadership style

Burns (1978) portrayed a transactional leader as one whom: (1) recognizes what it is one wants to get from his/her work and tries to see that one gets what his/her wants if performance warrants it; (2) exchanges rewards and promises of reward for effort; and (3) is responsive to one's immediate self-interests if they can be met by getting the work done.

Transactional Leadership, also known as managerial leadership, focuses on the role of supervision, organization, and group performance; transactional leadership is a style of leadership in which the leader promotes compliance of his/her followers through both rewards and punishments. Unlike Transformational leadership, leaders using the transactional approach are not looking to change the future; they are looking to merely keep things the same. Leaders using transactional leadership as a model pay attention to followers' work in order to find faults and deviations. This type of leadership is effective in crisis and emergency situations, as well as for projects that need to be carried out in a specific way. Generally the transactional leadership style is used mostly in organizations dominated by command and control procedures (Bass, 1997).

3.1.3. Servant Leadership Style

Servant leadership has not received the same level of fervor as transformational leadership and consequently, the level of seminal research in the field is not as broad based. However, what becomes apparent from the study of servant leadership is its evolution toward a more context bound, process oriented theory. The essence of servant leadership hinges on greater mutual power and influence, emphasizes collective and collaborative follower participation, promotes high levels of follower learning, and emphasizes significant follower empowerment (Covey, 2006; Hamilton & Bean, 2005; Pepper, 2003; Rowe, 2003; B. N. Smith et al., 2004; M. Wheatley, 2004; J. T. Whetstone, 2002). Servant leadership appears to have established its roots in complexity and chaos theory in which leadership emphasize decentralization, differentiation of tasks, collaboration, flexibility and adaptability of structures and processes, participation, and autonomy (Laurie, 1999; M. Wheatley, 2004; M. J. Wheatley, 2006). Next, servant leadership is evaluated within the perspectives of individual, cultural, decision-making, and organizational change. Servant Leadership Style is divided into fourth distinct perspectives that influence

employees: Individual perspective, cultural perspective, decision-making perspective, organizational change perspectives.

The servant leader must in still direction and support toward developing an environment in which follower motivation is self-evident. To develop follower skills, a servant leader must focus on developing a learning organization in which followers are allowed to learn new skills, grow intellectually, and develop additional expertise (Banutu Gomez, 2004). Next, the similarities and differences between transformational leadership, transactional leadership versus Servant leadership are established.

4. Comparative analysis of the styles

At this point, the paper presents a comparative analysis of transformational, transactional and servant leadership using a framework presented earlier in the paper and includes individualized influence, inspirational motivation, intellectual stimulation, and individualized consideration (B. N. Smith et al., 2004). Some similar characteristics fall within two categories because they are important in multiple areas but vary in the degree of importance. **First**, within the individualized influence perspective, the tree leaders serve followers needs, model appropriate behavior, develop strong interpersonal relationships, are open and accountable to followers, and maintain personal integrity and trust (John Antonakis, Cianciolo, & Sternberg, 2004; J. Antonakis & House, 2002; Avolio & Yammarino, 2002; B. N. Smith et al., 2004). **Second**, within the inspirational motivation perspective, all of the tree leaders possess a belief in followers, model appropriate behavior, develop strong interpersonal relationships, maintain personal integrity and trust, envision the future, clarify goals, and facilitates a shared vision (John Antonakis et al., 2004; J. Antonakis & House, 2002; Avolio & Yammarino, 2002; B. N. Smith et al., 2004). **Third**, within the intellectual stimulation perspective, all of the tree leaders encourage and affirm followers, and take initiative (John Antonakis et al., 2004; J. Antonakis &House, 2002; Avolio & Yammarino, 2002; B. N. Smith et al., 2004). **Fourth** and last, within the individualized consideration perspective, transformational and servant leaders provide opportunities for followers learning and growth, collaborate with followers, value followers differences, and share power with followers and release control to followers (John Antonakis et al., 2004; J. Antonakis &House, 2002; Avolio & Yammarino, 2002; B. N. Smith et al., 2004). This illustration of overlapping characteristics demonstrates a tremendous similarity between the transformational,

transactional and servant leader. However, there are significant differences that affect how transformational, transactional and servant leaders deal with followers and organizational change.

4.1. Transformational vs. Servant leadership.

The transformational leader's focus on risk taking as an essential component of leadership is significantly greater than that of the servant leaders. The servant leaders are more will to forsake self-advancement and rewards toward the betterment of followers (See **Table 2**). Within the cultural perspective, servant leaders provide opportunities for their followers to learn and grow, but transactional leader works within the organizational culture. The side-by-side comparison in Table 2 reveals that transformational leadership and servant leadership have relatively analogous characteristics. Perhaps this is because both transformational and servant leadership are attempts to define and explain people-oriented leadership styles. According to both concepts, their leadership frameworks incorporate: (a) influence, (b) vision, (c) trust, (d) respect or credibility, (d) risk-sharing or delegation, (e) integrity, and (f) modeling. Both transformational leadership and servant leadership emphasize the importance of appreciating and valuing people, listening, mentoring or teaching, and empowering followers. In fact, the theories are probably most similar in their emphasis upon individualized consideration and appreciation of followers

Table 2. Descriptive transformational vs. Servant leadership

Transformational	VS.	Servant Leadership
Leadership is proactive		Leadership believes in people, serves other's needs before their own
Works to change the organizational culture by implementing new ideas		Ability to be both a great follower and a great leader willing to take initiative
Employees achieve objectives through higher ideals and moral values		Able to inspire hope and encourage followers by adhering to their convictions

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Motivates followers by encouraging them to put group interests first	Strives to implement change by creating a culture that can add value to groups and members
Individualized consideration: Each behaviour is directed to each individual to express consideration and support.	Able to see issues more clearly because of their openness to spiritual, emotional, and mental inspiration and revelation
Intellectual stimulation: Promote creative and innovative ideas to solve problems	

4.2. Transactional leadership vs. servant leadership: A transactional leader is one who focuses most on their follower's goals and tasks and their associated reward and consequence. Transactional Leadership, also known as managerial leadership, focuses on the role of supervision, organization, and group performance; transactional leadership is a style of leadership in which the leader promotes compliance of his/her followers through both rewards and punishments. Leaders using transactional leadership as a model pay attention to followers' work in order to find faults and deviations. This type of leadership is effective in crisis and emergency situations, as well as for projects that need to be carried out in a specific way. Transactional leaders tend to be more responsive as servant leader serves other's needs before their own (**See Table3**).

Table 3.Descriptive Transactional leadership vs. servant leadership

Transactional leadership	VS.	Servant leadership
Leadership is responsive		Leadership believes in people, serves other's needs before their own
Works within the organizational culture		Ability to be both a great follower and a great

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leader willing to take initiative

Employees achieve objectives through rewards and punishments set by leader	Able to inspire hope and encourage followers by adhering to their convictions
Motivates followers by appealing to their own self-interest	Strives to implement change by creating a culture that can add value to groups and members
Management-by-exception: maintain the status quo; stress correct actions to improve performance	Able to see issues more clearly because of their openness to spiritual, emotional, and mental inspiration and revelation

5. Conclusion

It is argued by Smith, Montagne, and Kuzmenko (2004) that the servant leadership model leads to a "spiritual generative culture" and the transformational leadership model results in an "empowered dynamic culture" (p. 86)[2], but the transactional leadership is similar like the same culture of the servant leadership. However, both culture types are effective for effectively leading the organization within the context of differing environmental dynamics. The "spiritual generative culture" is egalitarian in nature and results in a passive internal culture that is resistant to external change. This result is attributable to the transactional and servant leader's primary motivation to serve in addition to a greater emphasis on enhancing their follower's personal growth and development than on organizational success (B. N. Smith et al., 2004).

Conversely, the "empowered dynamic culture" is motivated by a sense of mission to survive in a dynamic ever-changing external environment (B. N. Smith et al., 2004). This result is attributable to the transformational leader's motivation to lead in addition to developing their follower's innovation and creativity with an emphasis on organizational success (B. N. Smith et al., 2004). Transactional leadership is primarily passive. This result is attributable to the

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[2] Smith, B. N., Montagno, R. V., & Kuzmenko, T. N. (2004). Transformational and servant leadership: Content and contextual comparisons. Journal of Leadership & Organizational Studies (Baker College), 10(4), 80-91.

behaviours most associated with this type of leadership are establishing the criteria for rewarding followers and maintaining the status quo. Hence, transformational leadership is more effective in a dynamic environment and transactional, servant leadership are more effective in a static environment (B. N. Smith et al., 2004). In conclusion, the transformational leadership style is the best alternative than transactional and servant for developing followership and dealing with change management in Malians' organizations. The conclusion of this study confirms also the results from the article of B.Tim M. Lowder, July 14, (2009). "The best leadership model for organizational change management: Transformational Verses laissez-faire leadership".

Future research is also needed to develop connections and links between the various theoretical lenses we explored in other contexts. The transformational leadership literature has a primary focus on performance-enhancing leader behaviors. Our findings suggest that transformational leadership behaviors are instrumental to developing high-quality for organization change management in Mali. It follows that the effectiveness of leadership programs aimed at developing the quality of leader-follower dyadic relationships can be enhanced by incorporating training in transformational leadership skills.

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