

The Dimensions of Transformational Leadership of Women Library Leaders

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Abstract: This study is conducted to identify whether transformational leadership is being practiced by women library leaders in university libraries in Malaysia. There are four dimensions of transformational leadership qualities namely, inspirational leadership, idealized influence, intellectual stimulation, individualized consideration and they are held to have a relationship on the performance of leaders in organizations. This study employs a quantitative approach of study whereby 200 questionnaires were distributed to professional librarians in seven public university libraries where the Chief Librarian is a woman and they were being assessed by the librarians in their library. The result shows that the staff perceived that women library leaders practiced transformational leadership. Respondents agreed that their leaders have the transformational leadership qualities and rated highest score in idealized influence and lowest in individualized considerations. Furthermore, a positive relationship exists between transformational leadership qualities and performance of the women library leaders in university libraries in Malaysia. This implies that a leader who has the high level of transformational leadership qualities will likely to have high level of work performance

Keywords: Leadership style, Transformational leadership, Transformational Leadership Qualities, Women Leaders

Introduction

Leadership is one of the fields that commonly being researched but it always are an interesting field to be explored. Studies of transformational leadership is one of the aspect of studies that very important to be studied and until today there are an increasing numbers of research of that are focusing on women leadership. There are many types of leadership styles that are commonly found in an organization, however, there are two types of leadership styles that received much attention and become an interesting topic to be studied which are transactional and transformational leadership (Bass 1999, Den Hartog et al. 1997). Among all the types of leadership, transformational leadership is the most successful and this fact may help women to be successful in the leadership (Eagly and Carli 2003). Bass (1985) found that the number of transformational leadership qualities can be divided into four dimensions such as charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Judge and Piccolo 2004).

According to Stone et al. (2003) transformational leadership can be defined as the ability to express the vision in the most vibrant and attractive way, explain the way the vision could be accomplished, acts confidently and optimistically, articulated confidents of the employees, expressed value with an appropriate actions, become a role model and encourage followers towards achieving the vision. Suk et al. (2017) identifies three positive impacts of team effectiveness under transformational leaders which is first transformational leader that share personal morality and oranzational ethics with the employees will help motivation and commitment of employees become stronger and increase (Tu and Lu 2013), second is encourage employees to think out of box that can lead them in moving towards achieving orgaznizational's vision (To et al. 2015), and last is encourages team members to be innovative in line with the team goals that contribute to team

effectiveness (Braun et al. 2013, To et al. 2015). Bass et al. (2003) defined idealized influence as referring to the leaders who are admired, respected and trusted by the followers. This leader represents role models to their followers, do “the right things” and establishing high moral and ethical behavior. Gellis (2001) found that idealized influence is linked with charisma whereby charismatic leader can be defined as a leader who is capable to see the importance of having a vision, powerful, respect the order and have the ability to influence and instill loyalty to the organization (House 1977). A research conducted by Brown et al. (2017) suggested that idealized influence consistently positively influences leaders’ opinion on the performance of the subordinates. Another dimension is inspirational motivation. This dimension is quite related with idealized influence but it is more about motivating the entire organization, for example leaders follow a new idea (Hay 2006). Transformational leader who has this kind of dimension enable to create an attractive perception of the future, encourage followers the opportunity to see meaning in their work, and challenge them with high standards whereby they encourage followers to become part of the overall organizational culture and environment (Kelly 2003, Stone et al. 2003). Intellectual stimulation is another dimension of transformational leadership qualities. It refers to a leader who is a risk taker, challenges employees’ assumption and implores employees’ idea. Nayab (2010) suggested that there are many ways in develop capability in handling problems such as creating comfortable and conducive environment of knowledge creation and knowledge sharing, inspiring employees for innovation and creativity, encourage employees to share any ideas without fear of punishment, empowerment and imposition of the leader's idea only in the absence of viable ideas from the followers. The finding in a research conducted by Arnold and Loughlin (2013) found that female leaders were most likely to report being directive in their intellectual stimulation as compared to their male counterparts. Another dimension is individualized consideration which it refers to the extent the leader fulfil the needs of individual employees, be a guidance or mentor to the employee and able to attends to the follower’s concerns and needs (Hay, 2006) or giving and treating employees individually by recognising and fulfilling individual needs (Lievens et al. 1997). A research conducted by Jyoti and Dev (2015) shows that transformational leaders show empathy, consideration and support for the workers can lead to great performance by its employee.

According to Lowen (2011), women leaders are more confident and convincing and also have a stronger need to get things done and are more risks taker compared to male leaders. The acceptance of society towards women leader are very important since it might effects in terms of successfulness of the roles of women leader. If the society do not give cooperation to women leader, it will results in destroying long term economic and social relationship, with harmful effect for social welfare. Conversely, the acceptance towards women leader may facilitate their engagement with policy and encourage future female leaders (Ganddharan et al. 2016). In a study on women leadership in France, Evans (2010) found that women leadership is more conducive in changing leadership styles and specifically the transformational and considerate style and it can help them to access top management position. This study attempts to determine the transformational leadership qualities (idealized influence, intellectual stimulation, individualized consideration, inspirational motivation) of women library leaders as perceived by librarians in university libraries in Malaysia and to assess the of performance of women library leaders as perceived by the librarians in the libraries.

Significance of the Study

The study on the transformational leadership among women especially women library leaders is very limited. Women leadership may contribute to the success of the organisations. Nowadays, the tendency of women to exceed men on the components of leadership style that relates positively to effectiveness, for example, transformational leadership attest to women’s abilities (Weese 1994). Therefore, this study can help women librarians to identify and examine what are the characteristics that they should have in order to be good transformational leaders that can contribute to the performance of their followers as well as the organisations.

Research Methodology

This study employs a quantitative approach of study whereby survey method was used to collect data from respondents. The instrument used was the questionnaire. It was distributed to 200 librarians in seven public university libraries. These seven public university libraries were chosen based on probability sampling method which is purposive sampling. Purposive sampling was used because these respondents were required to evaluate their bosses who are women. These universities were chosen because the chief librarian is a woman. The samples consist of 200 librarians working in the library. They are the professionals who have bachelor degree and/or master's degree in library science and information management. Descriptive and inferential statistical methods were applied in the analysis of data. Pre-test and pilot test also were done in order to identify the strengths and weaknesses of the questionnaire and to know whether the questions and responses are reliable or not. The respondents gave feedback and the responses were obtained, coded, and analyzed. The researchers edited and refined the questionnaire. Questions that did not provide useful data are discarded, and the final revisions of the questionnaire were made. In this study, the data was analyzed by using SPSS Predictive Analytics Software (PASW). Reliability test, normality test, parametric and non-parametric test were done by using this software.

Findings

Descriptive Statistics of Transformational Leadership Qualities

Descriptive statistics involve mean and standard deviation were analyzed against the research variables. Table 1 shows the mean values for all of the research variables are above the mid value which is 3.0, thus entailing those respondents tended to agree that their leaders are likely transformational leaders because they practiced transformational leadership qualities (idealized influence, intellectual stimulation, individualized consideration and inspirational motivation). Similarly, respondents inclined to agree that the transformational leaders may lead to good performance of the leaders.

Table 1: Descriptive Statistics of Transformational Leadership Qualities

Variables	Mean	Standard Deviation
Transformational Leadership Qualities		
Idealized influence	4.15	.606
Intellectual stimulation	4.08	.621
Inspirational motivation	4.02	.734
Individualized consideration	3.95	.756
Performance of the women leaders	4.06	.709

In order to examine the transformational leadership qualities of performance or women library leaders (idealized influence, intellectual stimulation, individualized consideration and inspirational motivation), statements related to these four variables were evaluated individually with the whole sample of 79 respondents that was used. The mean scores of each statements are presented in Table 2, 3, 4, 5 and 6, arranged in descending order of numerical value (from the highest to the lowest). In this study, a score of '1' represents 'strongly disagree' and a score of '5' stands for 'strongly agree'. This study has taken the stand that any score in excess of 3.0 shows that respondents agreed with that particular statement while overall mean score in excess of 3.0 indicates that transformational leadership qualities exist in their leaders.

Idealized Influence

Idealized influence has eight statements as been summarized in Table 2. It can be seen that all the statements have mean scores greater than 3, and the overall mean score is 4.15, indicating that

respondents agree with the statement as a whole. It can be seen that the respondents agree that the leader represents the model roles to staff (mean = 4.30). The respondents feel that their leader displays a high level of ethical and moral behaviour as well as they are very visionary to ensure the vision of the organization be achieved (mean = 4.27). The respondents also give good perceptions on the ability of the leaders to act confidently and optimistically (mean = 4.19). In terms of the ability of their leaders to demonstrates high moral and ethical behaviour and ability to direct staff to use the potentials of their staff in order to achieve the aims of organizations (mean = 4.16), the respondents respectively feels that their leaders are excellent in demonstrating high moral as well as directing potential staff to achieve organizations' mission. Furthermore, the respondents feel that their leaders are good in terms of instilling pride and faith in staff by overcoming obstacles (mean = 4.03). However, the respondents quite agree that their leaders share the same risks with staff (mean = 3.79). It can be concluded that generally the respondents have positive perceptions on their leader's idealized influence.

Table 2: Mean Scores of Idealized Influence by Statements

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
The leader represents the model roles to staff	79	4.30	.774
The leader is very visionary	78	4.27	.715
The leader displays a high level of ethical and moral behavior	79	4.27	.746
The leader acts confidently and optimistically	79	4.19	.717
The leader demonstrates high moral and ethical behavior	79	4.16	.791
The leader direct staff to use the potentials of their staff in order to achieve the aims of organizations	79	4.16	.724
The leader instills pride and faith in staff by overcoming obstacles	78	4.03	.772
The leader share same risks with staff	78	3.79	.972
Overall mean		4.15	.606

Intellectual Stimulation

Intellectual stimulation involves seven statements as been summarized in Table 3. It can be seen that all the statements have mean scores greater than 3, and the overall mean score is 4.08, indicating that respondents agree with the statement as a whole. The respondents agree that their leader encourages them to think more creatively and be more innovative (mean = 4.29). Besides that, the respondents agreed that their leader's ability to create an environment conducive to the creation and sharing of knowledge and in raising their awareness regarding problems and develop their capability to solve such problems in many ways (mean = 4.16). The respondents agreed that the leader must always ask their staff to look at problems from new perspectives to solve the problems more effectively (mean = 4.08) and also they also should consider to enhance sensitivity towards environmental changes (mean = 4.03). However, the ability of the leader to challenge assumptions, takes risks and solicits staff's ideas was rated lower by the respondents (mean = 3.95) and the lowest is the ability of the leader to encourage the suggestion of essential and controversial ideas without fear of punishment (mean =

3.91). It can be concluded that generally the respondents have positive perceptions on their leader's intellectual stimulation.

Table 3: Mean Scores of Intellectual Stimulation by Statements

	N	Mean	Std. Deviation
The leader encourages the staff to think more creatively and be more innovative	79	4.29	.644
The leader creates an environment conducive to the creation and sharing of knowledge	79	4.16	.706
The leader raised their staff's awareness regarding problems and develop their capability to solve such problems in many ways	79	4.16	.649
The leader always ask her staff to look at problems from new perspectives	79	4.08	.781
The leader enhances sensitivity to environmental changes	79	4.03	.751
The leader challenges assumptions, takes risks and solicits staff ideas	78	3.95	.820
The leader encourages the suggestion of essential and controversial ideas without fear of punishment	78	3.91	.914
Overall		4.08	.621

Individualized Consideration

Individualized consideration involves seven statements as been summarized in Table 4. It can be seen that all the statements have mean scores greater than 3, and the overall mean score is 3.95, indicating that respondents agree with the statement as a whole. The respondents highly feel that their leader expresses words of thanks or praise as a means of motivation (mean = 4.20) which is important to the contribution to increase productivity of their staff. On the average, the respondents agreed that their leaders are concerned in terms of making public recognition of achievements and initiatives (mean =4.09) and the leaders acts as a mentor or coach to the staff (mean = 4.01). On the other hand, they quite agreed that their leader seems to ensure the distribution of workload is fair (mean = 3.96), the leader is also concerned to make private notes of congratulations to boost self confidence of their staff (mean = 3.95) and the leader also can be a good listener whereby the leader listens to each staff's needs and concerns (mean = 3.94). They even rated lower that their leader gives them specialized attention, by treating each one individually (mean = 3.50). It can be concluded that generally the respondents have positive perceptions on their leader's individualized consideration.

Table 4: Mean Score of Individualized Consideration by Statements

	N	Mean	Std. Deviation
The leader expresses words of thanks or praise as a means of motivation	79	4.20	.925
The leader makes public recognition of achievements and initiatives	78	4.09	.825

The leader acts as a mentor or coach to the staff	79	4.01	.993
The leader ensures fair workload distribution	77	3.96	.895
The leader makes private notes of congratulations to boost self confidence	78	3.95	.924
The leader listens to each follower's needs and concerns	78	3.94	.873
The leader gives her staff specialized attention, by treating each one individually	78	3.50	1.016
Overall		3.95	.756

Inspirational Motivation

Inspirational motivation involves seven statements as been summarized in Table 5. It can be seen that all the statements have mean scores greater than 3, and the overall mean score is 4.02, indicating that respondents agree with the statement as a whole. The overall mean (4.02) indicates that the overall perceptions on inspirational motivation on women leaders are high. Based on the mean score of 4.0 and above, we can conclude that on the average, the respondents agreed that their leaders have inspirational motivation attributes, Specifically, they agreed that their leaders are good in terms of stimulating teamwork among staff (mean = 4.21). The respondents agreed that the leaders highlights positive outcomes; offer staff the opportunity to see meaning in their work; and challenge the staff with high standards whereby they encourage staff to become part of the overall organizational culture and environment (mean =4.09). The respondents are, however, divided in their perceptions on the other three statements on inspirational motivation based on the mean scores between above 3.50 and less than 4.0. The mean score range from 3.94 (show public display of optimism and enthusiasm) to 3.87 (making brilliant descriptions of a good future that raises staff's imagination). The lower mean scores are due to some extreme low scores in the respondents' responses. It can be concluded that generally the respondents have positive perceptions on their leader's inspirational motivation.

Table 5: Mean Scores of Inspirational Motivation by Statements

	N	Mean	Std. Deviation
The leader stimulates teamwork	76	4.21	.884
The leader highlights positive outcomes	78	4.09	.742
The leader offers staff the opportunity to see meaning in their work	78	4.09	.840
The leader challenges the staff with high standards whereby they encourage followers to become part of the overall organizational culture and environment	78	4.09	.793
The leader shows public display of optimism and enthusiasm	77	3.94	.800
The leader always gives motivational speeches and conversations	77	3.88	.917

The leader makes brilliant descriptions of a good future that raises staff's imagination	78	3.87	.762
Overall		4.02	.734

Performance of the Women Library Leaders

Performance of the women library leaders involve five statements as summarized in Table 6. It can be seen that all the statements have mean scores greater than 3, and the overall mean score is 4.06, indicating that respondents agree with the statement as a whole. The respondents feel that the leader has strong passion in the moral honesty whereby they give the highest rating (mean = 4.17), and followed by leader's ability to produce better quality results and high performance in the workplace (mean = 4.15). On the average, the respondents feel that the leader demands to higher motivation and include to the quality of life in the people as well as the organization (mean = 4.10). The respondents quite agreed with their leaders ability to provoke a sensitive sense of commitment, sacrifice, motivation, and performance from followers (mean = 3.93) and in using authority and power to inspire and motivate people to trust and follow their example (mean = 3.91). It can be concluded that generally the respondents have positive perceptions on their leader's performance.

Table 6: Mean Score of Performance of the Women Library Leaders by Statements

	N	Mean	Std. Deviation
The leader has strong passion in the moral honesty	78	4.17	.746
The leader produces better quality results and high performance in the workplace	78	4.15	.791
The leader demands to higher motivation and include to the quality of life in the people as well the organization	78	4.10	.847
The leader provokes a sensitive sense of commitment, sacrifice, motivation, and performance from followers	76	3.93	.869
The leader uses authority and power to inspire and motivate people to trust and follow their example	78	3.91	.856
Overall		4.06	.709

Relationship between Transformational Leadership Qualities and Performance of Women Library Leaders

In this section, the focus of analysis and discussion is on whether the transformational leadership qualities and performance of women library leaders are correlated with one another. A correlation analysis was carried out on the mean scores of all the statements for idealized influence, intellectual stimulation, individualized consideration, inspirational motivation and performance of women library leaders. Non-parametric Spearman Rank correlation was used as the data were not normally distributed (Norliya et al. 2010). In this study, all the values of the Spearman Rank correlation were found to be significant at 1% level ($p = 0.000 < 0.01$) suggesting that significant correlation exist among research variables. The results are summarized in Table 7.

It can be seen that all the transformational leadership qualities are positively related to performance of the women library leaders. Evidently, all the values of the Spearman Rank correlation coefficient were found to be significant at 0.01 levels suggesting that significant correlation exist among research variables. The coefficient value between idealized influence and performance of women library

leaders is 0.602; intellectual stimulation and performance of women library leaders is 0.640; individualized consideration and performance of women library leaders is 0.695; and inspirational motivation and performance of women library leaders is 0.802. A positive correlation coefficient means on the average, a leader who has the high levels of transformational leadership qualities will likely to have high level of work performance. While a leader who has a low level of transformational leadership qualities is fairly likely to have a low level of work performance. The correlation coefficient between inspirational motivation and performance of women library leaders is significant, and at 0.802, is the strongest, followed by individualized consideration (0.695) and performance of women library leaders (0.695). The correlation between intellectual stimulation and performance of women library leaders is also significant and positive but moderate (0.640) while the correlation between idealized influence and performance of women library leaders is the lowest (0.602).

Table 7: Relationship between Transformational Leadership Qualities and Performance of Women Library Leaders

			Idealized Influence	Intellectual Stimulation	Individualized Consideration	Inspirational Motivation	Performance of women leaders
Spearman's rho	Idealized Influence	Correlation Coefficient	1.000	.713**	.695**	.726**	.602**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	79	79	79	78	78
	Intellectual Stimulation	Correlation Coefficient	.713**	1.000	.819**	.797**	.640**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	79	79	79	78	78
	Individualized Consideration	Correlation Coefficient	.695**	.819**	1.000	.761**	.695**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	79	79	79	78	78
	Inspirational Motivation	Correlation Coefficient	.726**	.797**	.761**	1.000	.802**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	78	78	78	78	78
	Performance of women	Correlation Coefficient	.602**	.640**	.695**	.802**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	78	78	78	78	78

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

Conclusion

Women transformational leaders can also be considered as an agent of change whereby they have great potential to produce great performance in an organisation because they have the ability to influence, motivate and stimulate their staff very well because they practiced the four transformational leadership qualities which are idealised influence, individualised consideration, intellectual stimulation and inspirational motivation. Women library leaders encouraged to their staff to give their

best commitment and increase their productivity and this helps the organisations achieve their mission. The leaders should interact and have good relationship with their staff so that they can increase staff's confidence. Women leaders can also give impact to organisational culture whereby the leaders encourage their staff to be more creative and innovative in dealing with problems. Further research regarding women leaders should be done in order to enhance the perceptions of society towards women leaders.

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