



Transformational leadership in a transformative society: The dumingagnon experience

Julito V Mandac JR

Graduated Doctor in Management, Department of Hospitality Management, JH Cerilles State College, Mati, San Miguel, Zamboanga del Sur, Philippines

Abstract

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, create a vision to guide the change through inspiration, and execute the change in tandem with committed members of a group. This study used phenomenological qualitative research design to gather data from the real experience of the participant's employing interview method and focus group discussion. The study was conducted in the Municipality of Dumingag, Zamboanga del Sur. The respondents were Barangay captains' and Barangay officials, local citizens, Subanen leaders, educators, organic farmers and vendors. To select the respondents, the most qualified key informants were chosen by the researcher. The result of the study revealed 5 emerging categories namely; attitude, good governance, motivation, transformational leadership and trust. It shows that the highest numbers of codes from the responses are Role Model, Trust, Transformational Change, Empowerment, Encouragement, Inspirational Motivation and Public Service. Local leaders in Dumingag became instrument in making change and transformation using genuine people's agenda program as their guiding principle in the implementation of the policies. The mayor is a leader by example through work and values as he constitutes wholesome image in gaining respect and attaining its organizational values and expectations from the citizens. Transformational leadership is a guide for good governance and in attaining the aims of the municipality as a whole.

Keywords: attitude, good governance, motivation, transformational leadership, trust

Introduction

Leadership creates change to individual as to how a leader develops new insights for sustainable change. Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group and being a role model for followers in order to inspire them and to raise their interest in the project; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance. Transformational leadership "is the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower" (It involves anticipating future trends, inspiring followers to understand and embrace a new vision of possibilities, developing others to be leaders or better leaders, and building the organization or group into a community of challenged and rewarded learners." (Abbasi & Zamani-Miandashti, 2013) [1]. Transformational leadership has the ability to positively influence leader and positively change the life of academic programs. When the principles are applied, it commits people to action, promote the development of new leaders and enhance organizational survivability. Transformational leaders employ power wisely, they involve people at all levels and create visions of the future to sustain organizations over time (Coverley, Jackson-Bowen, & Valentine, 2014) [5].

Transformational leaders in Catholic Monasteries in Rome go beyond mere transactional exchange by appreciating the reciprocal nature of ongoing interaction, and the contextual

settings in which it occurs. This transformational approach views leadership from the perspective of the leaders' ability to mutually involve followers in the pursuit of a compelling vision (Ponzetti, 2014) [12]. The finding of the study in Anchorage, Alaska has demonstrated a correlation between behavioral integrity and transformational leadership as well as between trust and transformational leadership. By establishing a correlation between these three variables, the research has underscored the importance of managers' keeping their word to followers, building trust between a leader and followers, and understanding the leadership characteristics that need to be taught to managers so that they can be transformational leaders (Childers, 2009) [4]. Furthermore, in South-eastern University indicates that the multiple intelligences framework provides a useful framework for understanding the individual differences associated with the dimensions of transformational leadership. More specifically, the results supported the propositions that specific forms of intelligence would be related to particular transformational dimensions (Hoffman & Frost, 2006) [7].

Transformational leadership in Spain is closely related to some leadership styles that are classic in the literature of organizations, and that are "active and positive," such as relations-oriented leadership, democratic leadership, and task-oriented leadership (Molero *et al.*, 2007) [11]. Finally, in North America, a clear call into question that any studies that have examined relationships between transformational leadership and personality, where transformational leadership (TL) is measured using the leaders' self-reports. The findings showed significant relationships between two of the Myers-Briggs type indicator (MBTI) dimensions and self-reported TL (Brown & Reilly, 2009) [3].

A significant finding in India is perceived that transformational leadership has a unique and significant impact on friendliness. It claimed that transformational leadership is leading people upward, to some higher values, purpose, or form of self-fulfillment (Krishnan, 2004) ^[10]. In support to the body of knowledge above, a study in India shows that though self-sacrifice has a relationship with transformational leadership, the relationship is mediated by altruism. The study indicates that followers consider their supervisors as transformational because of "the motive" (as measured through altruism) (Singh & Krishnan, 2008) ^[13]. Another finding suggests that transformational leadership is prevalent within private intensive care units in the Eastern Cape. Transformational leadership has strong positive correlations with organizational culture and organizational change outcomes. Transformational leadership is also a statistically significant predictor of organizational change outcomes (Jordan, Werner, & Venter, 2015) ^[9]. Leaders of transformational leadership and the climate for creativity are usually associated with employees' perceptions on a culture of innovation in the context of public management reform in local governments (Hyypia & Parjanen, 2013) ^[8]. Furthermore, it was studied in Gawad Kalinga in the Philippines and tried by several leaders and was conducted by several researches in order to have its different image of success in many ways. A reform that harnesses the key factors of good citizenship and transformational leadership, coupled with changed mindsets, as levers for social transformation and change. Designing, implementing, and sustaining reforms in public administration and governance, both at the local and national levels, will eventually bring about what we collectively envision as a "good society" (Brillantes & Fernandez, 2011) ^[2]. Finally, it extends research by studying the role of transformational leadership collectively enacted by the team in facilitating the impact of social capital on team performance (Gupta, Huang, & Yayla, 2011) ^[6]. Transformational leadership implies influencing organizational members, endowing members with independence to complete the goal, allowing members to produce significant attitude change, and progressing toward the organization mission or goal (Yang *et al.*, 2011). There are a few pieces of literatures on transformational leadership in the Philippine setting, so the study would like to assess the local government setting based on the effects of transformational leadership style in the local government.

Framework

A study developed in Romania has a strategic plan that supports transformational change and is consistent with the organization's purpose and mission requires board members who embrace a bold vision within the context of the organization's regulatory and competitive environment. Two conclusions have been drawn by (Ticlaui & Hinteai, 2016) ^[14], based on the data presented: (1) first that the major challenges that public administrators have faced in the last years are mostly related to financial constraints, pressures for efficiency in using resources, responsiveness towards citizens needs and capacity to adapt to a changing environment; (2) professional development and trainings are perceived as being of high importance for public administrators with effective decision making techniques and communication skills topping the list of competencies on which trainings should focus (Totten & Paloski, 2013) ^[15].

Objectives of the Study

The main objective of the study is to describe the transformational leadership style of local leaders in terms of intellectual stimulation, individualized consideration, inspirational motivation and idealized influence and its effects on sustainable local governance in the Municipality of Dumingag.

Methodology

Research Design

The study utilized qualitative research design which focused on group discussion and in-depth interview. Phenomenological approach was used to validate the different methods of gathering data in a qualitative research. The researcher prefers the method because it would validate the survey and perceptions of the local leaders. It was based on the experience and transformation observed by the people and the local officials.

Research Setting

The study was conducted in the Municipality of Dumingag, a second class municipality and partially urban. It has a population of 46,500 people and has a total of 44 barangays and a land area of 29,775 hectares. Dumingag is a municipality of Zamboanga del Sur that is located in the heartland of Zamboanga peninsula. It is north-west of the fertile Salug Valley and its land boundaries are the municipality of Sergio Osmeña, Sr. of Zamboanga del Norte in the north, the municipality of Mahayag in the east, the municipalities of Sominot and Midsalip in the south, and the municipality of Siayan in the west. It is known to be the Hall of Famer for being a child friendly municipality in the Philippines, cleanest and greenest municipality and its trademark as a smoke-free municipality and recently it has received the Seal of Good Local Governance.

Respondents/Participants

The respondents/participants in this study were selected randomly using stratified random sampling to determine the unbiased selection of the participants. It includes local and barangay officials, native Dumingagnons and some from the Subanen society.

The respondents were:

Municipal Mayor

Two (2) Local officials

Two (2) Representatives from the Education Sector

Two (2) Organic Farmers

Two (2) Representatives from the Subanen group

Two (2) Representatives from the Agriculture Sector

Two (2) Local citizens

Two (2) Representatives from the Health Sector

Focus Group Discussion Setting

FGD was held in a neutral venue in the community. This study aimed to answer the following questions addressed during the FGD and in- depth interview:

1. Intellectual Stimulation
2. Individualized Consideration
3. Inspirational Motivation
4. Idealized Influence

FGD Sessions

There were five (5) Focus Group Discussion sessions (FGD) conducted in this study. To ensure that there would be a

smooth-flowing discussion, the venue was chosen on the basis of comfortability, availability of refreshments, nearby toilets, suitable seating, and in most cases, table arrangements.

Length of FGD

The time span of each FGD session was one to one and a half hours. Recording the responses throughout the discussion a video/ tape recorder was used to capture almost everything that was said. The transcripts of the FGD sessions were the basis of presentation, interpretation, and analyses of this study.

Instruments

Researcher-structured questions were the primary survey instruments for carrying out participatory stakeholder's analysis. Questions were formulated by the researcher. Focus group discussion (FGD) was guided with research questions organized by the researcher. Follow up questions were asked when they took deeper discussion on the information given by the respondents. Questions were focused on the four components of leadership; Intellectual Stimulation, Individualized Consideration, Inspirational Motivation and Idealized Influence. Two questions in every component and three follow up questions were asked by the researcher depending on the clarity of the answers given by the participants.

Data Collection

A focus group discussion (FGD) and in-depth interview were employed with the participants and other key people of the study. Questions were prepared before the discussion and follow-up questions followed depending on the answers given. The semi-structured questions were used for the discussion.

The researcher used tape-recorder for the discussion and was transcribed into text manually. The texts were organized under different broad descriptive codes. Once organized, data were further coded into different categories to allow emergence of thematic ideas for necessary analysis. Data from different sources, local government bodies and projects regarding every single question have been taken into account and thus helped "to avoid the charge of bias." Analyzed data are then continuously compared and contrasted with the relevant theories to interpret the perceived values of people.

Ethical Considerations

The researcher secured permission from the Municipal Mayor to allow the researcher to conduct the study in the local government. After the Mayor allowed the researcher to have the study, letters were sent to branches of the municipality especially to important offices for the approval. When the approval was received, a schedule was drawn immediately for the conduct of the focus group discussion. During the conduct of the study, the researcher explained to them how to answer each item and the purpose of the study. An assurance was given that the answers would be kept confidential. During the FGD with the Subanen leaders, the researcher was observant on the way they interpreted the questions. They were asked in the local vernacular to fully understand what the researcher wanted to know. The participants were given an informed consent to

affix their signatures to certify their willingness and personal interest in the participation of the study.

Data Analysis

The data were analyzed using thematic approach. Interview and focus group discussion method were employed to validate the responses of the participants and to analyze the data gathered. Hyper Research software was used. The focus group discussion and interview used tape recorder or video camera, and transcribed the responses using codes to show confidentiality of information.

Results and Discussion

This is a guide matrix for the data gathering and interpretation of the answers from the focus group discussion and interview. The researcher transferred the information from the recorder to the matrix table for gathering the data.

Responses from Subanen Sector

The table shows the responses of participant 1 with emerging themes. It shows that most of the leaders have trust, are role models as well as change agents in the community. "*Ga hatag sila ug saktong paagi sa pagdumala ug pagsalig sa iyang tawo*" which shows that trust is imparted to every individual in the community especially toward the leaders. "*Importante jud kaau sila mag ulo ug maaung buhat kay sila ehemplo sa katawhan alang sa kabag ohan.*" Being a role model for the community plays a vital role in the development of change and trust which builds cooperation among the people in the organization.

Responses from Indigent People

Table 2 shows that majority of the responses are Trust, role model and empowerment. "*Naa silay pamaagi nga mabuhang ang reponsibilidad nga dli ka maulaw pra mkabaton kag salig sa isig ka tawo,*" trust can really be observed and perceived by the leaders as they became models in the implementation of created policies, "*Sila mismo ang ehemplosa kabag uhan sa pagtulon an ky sila man dapt ma ehemplo gud so dpat sila ang mo umol sa amoa sa mga bag ong oportunidad sa amuang lungsod.*" It helps on how people were empowered with responsibilities "*Sa lungsod sa Dumingag ang empowerment sa katawhan naghatag ug hapsay nga pagdumala ky tungod niini, daghan ug pilosiya nga namugna ug na implementar ky open minded ang tawo sa hisgutang change.*"

Responses from Education Sector

Table 3 shows that most of the responses are idealized influence, empowerment and transformational change. Transformation is really an avenue for a livable place "*GPA is a program of the municipal officials thru mayor Jun and was a great life changing impact towards the life of the people in the community. A change where transformation was observed and the governance of the mayor was democratic. However, in the first run it was not smooth but later on it makes a way of life,*" it fosters how people being influence "*I believe that the leaders were ideal people in communicating through follow up and assessment of the trainings and seminars as an output,*" using different programs in order to make Dumingag a better place to live in.

Responses from Indigenous People Leader

The table reveals that inspirational motivation and trust plays an important role in this sector. Motivation becomes a primary role in the community for inspiring people to make an edge *“Permi jud me e inspire nilang mayor bsan ug IP me tungod ky dako kaau cia ug pagsalig ug pag too nga mkadumala me sa amuang adlaw adlaw nga buhatonon ug dako kaayu sia ug katabnag ky apil me sa tanang decision.”* It will foster public trust since the leaders encourage subordinates to perform and decide on their own for the benefit of the community *“Dako ang gi gahin nga importancia sa amua ni mayor tungod ky unahun mi nia ug gahin ug panahun ugb pag umol sa amuang katawhan.*

Responses from a Local Citizen

The table reveals that encouragement and motivation are key important roles of a good leader since he gives freedom to his people in providing opportunities to grow and develop. *“Sa subanen night. Tnang barangay iyang gi kuha pero wala si mayor pero naa sia message. Daun gi encourage nia ang mga grupo sa IP nga gi head ni Raval. Kada barangay gi adtu pra encourage ang mga subanen nga dili ma ulaw. Gi tagaan nia ug kaugalingong area parehas sa DOSA.”* *“Ang mga strategies jud nga ginahimo nila pra ma kab ot ilang tumong sa lungsod mao ang genuine people agenda nga maoy mo giya unsay tumong ug damgo sa mga leader ngadtu sa iyang mga katawhan sa lugsod.”* The community is well motivated to perform since they are given the chance to utilize their abilities in aiming for the goals and objectives of the municipality.

Responses from a Farmer

The table shows that most of the responses are opportunities and responsible leaders and role model. This implies that from the responses, leaders are mostlikely responsible in every action they have made. *“Nindot kaayu ang pamaagi sa communication ni mayor sa iyahang mga followers ky ning hatag man cia ug responsibilidad tagsa tagsa kanamo isip head sa DISOA” anchored with big responsibilities as role models for aspirant leaders “Mao jud na iyang e silsil namo. Meaning, kung kulang sa awareness, dli open minded, dili abli sa mga bag ong pag tulong an. Ang nka nindot ni mayor jun, una sia jud mo lead. Sia mismo wala nanigarilyo. Kung ingun kag organic, cia mismo gihimo nia sa iya kaugalingun”* which set as an example. This will lead to bigger opportunities to develop future leaders in the community. *“Sa higitanang oportunidad, si mayor usa jud*

ka maaung leader kay parehas anang nay bag ong training, cia jud mismo ang mo tudlo kanimo unsaun pag buhat ani nga buluhatun”.

Responses from a Local Leader

The table shows that teamwork and trust are a big contribuutin for a successful leadership. *“Importante sa akoa ang pag mugna sa teamwork ug salig sa akoang mga katawhan tungod ky mao nay pamaagi arun smooth ang pag trabaho ug adunay gyud pagsinabtanay arun makab ot namo ang amoang gi handum nga maayung lungsod”.* This shows how their people are given due importance in entrusting and working together as one. It will help develop the camaraderie and oneness of the people and the leaders in the organization. Key point in making this successful is the trust for the people *“Isip pangulo sa lungsod, importante sa akoa ang pag mugna sa teamwork ug salig sa akoang mga katawhan tungod ky mao nay pamaagi arun smooth ang pag trabaho ug adunay gyud pagsinabtanay arun makab ot namo ang amoang gi handum nga maayung lungsod”.*

The table shows the most emerging themes that can be extracted from the responses of all participants. It shows that the highest numbers of codes from the responses are Role Model (15), Trust (11), Transformational Change (9) and empowerment, encouragement, inspirational motivation and publicservice (6). The result of the study shows that as a leader, you must be a role model with trust for your people and to what you believe they can do for the community. After all, change and transformation come in a form of empowerment, encouragement, motivation and public service. The implication of the study shows how the Municipality of Dumingag stands as a role model for change guided by its principle and the foundation for change which is the Genuine People’s Agenda created by its leaders who foresee a huge development for the community. The result of the study is supported by Molero *et al.*, (2007) ^[11] who state that transformational leadership in Spain is closely related to some leadership styles that are classic in the literature of organizations, and that are "active and positive," such as relations-oriented leadership, democratic leadership, and task-oriented leadership. However, the results also show that transformational leadership produces an augmentation effect in the variance accounted for by the other styles in diverse and important organizational variables. In this sense, it can be stated that transformational leadership, at least at high levels, produces different effects, and more positive ones, than the rest of the leadership styles analyzed.

Table 8: Summary of Emerging Themes

Themes	Total	Min	Max	Mean	Std Dev
Authority	1	0	1	0.143	0.378
Capability Development	1	0	1	0.143	0.378
Close supervision	1	0	1	0.143	0.378
Collective Consultation	4	0	2	0.571	0.787
Commitment to people	1	0	1	0.143	0.378
Communication empowerment	4	0	2	0.571	0.787
Community involvement	1	0	1	0.143	0.378
Cooperation among peers	2	0	2	0.286	0.756
Cooperative relationship	2	0	2	0.286	0.756
Creativity	2	0	1	0.286	0.488
Cultural preservation	1	0	1	0.143	0.378
Economic improvement	4	0	1	0.571	0.535
Empowerment	6	0	2	0.857	0.69
Encouragement	6	0	3	0.857	1.069

Genuine public Service	1	0	1	0.143	0.378
Genuine service	1	0	1	0.143	0.378
Humanitarian approach	1	0	1	0.143	0.378
Humble behavior	1	0	1	0.143	0.378
Idealized influence	3	0	2	0.429	0.787
Importance	3	0	2	0.429	0.787
Indigent importance	1	0	1	0.143	0.378
Indigent talent	1	0	1	0.143	0.378
Individualized consideration	1	0	1	0.143	0.378
Influence	1	0	1	0.143	0.378
Inspirational Motivation	6	0	2	0.857	0.9
Inspirational Motivation	4	0	3	0.571	1.134
Intellectual Consideration	1	0	1	0.143	0.378
Motivational collaboration of knowledge	6	0	2	0.857	0.69
Opportunities	5	0	2	0.714	0.756
Organizational change	2	0	2	0.286	0.756
Peoples Empowerment	0	0	0	0	0
Personal growth	4	0	2	0.571	0.787
personal knowledge	1	0	1	0.143	0.378
Political Responsibility	2	0	1	0.286	0.488
Potential stimulation	1	0	1	0.143	0.378
Public Service	6	0	3	0.857	1.215
public trust	3	0	2	0.429	0.787
Resourceful	1	0	1	0.143	0.378
Respect	2	0	1	0.286	0.488
Responsible leaders	3	0	2	0.429	0.787
Role Model	15	1	5	2.143	1.464
self-exploration	1	0	1	0.143	0.378
Success	1	0	1	0.143	0.378
Teamwork	3	0	2	0.429	0.787
Transformational change	9	0	4	1.286	1.38
Trust for personal talent	1	0	1	0.143	0.378
Trust to the leaders	2	0	2	0.286	0.756
Trust towards the people	8	0	2	1.143	0.9
Visionary leader	2	0	1	0.286	0.488

When grouped, there are 5 categories of themes drawn from the responses;

1. Attitude
2. Good Governance
3. Motivation
4. Transformational Leadership
5. Trust

Among the 4 models of transformational leadership, Inspirational motivation plays a significant role in the creation of a good community and a successful leadership. It implies that the local government unit of the Municipality of Dumingag is being inspired by its leaders who are well motivated to perform individual tasks. The community speaks for a new leadership style in transforming the community into an ideal community to live in. The result of the study reveals that transformational leadership can be perceived using the 5 categories as reflected in the result of the study;

1. Attitude
2. Good Governance
3. Motivation
4. Transformational Leadership
5. Trust

In general, transformational leadership aims to work with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. Local leaders in Dumingag become an instrument in making

change and transformation using genuine people’s agenda program as a guiding principle in the implementation of the policies and in attaining the collaborative effort, ideas and a compelling vision to create a better place through leadership. It is supported by the study of Childers (2009)^[4] in Anchorage, Alaska which demonstrated a correlation between behavioral integrity and transformational leadership as well as between trust and transformational leadership. By establishing a correlation between these three variables, the research has underscored the importance of managers’ keeping their word to followers, building trust between a leader and followers, and understanding the leadership characteristics that need to be taught to managers so that they can be transformational leaders. Another study which confirms the result of the interview is the study of Molero *et al.* (2007)^[11] on Transformational leadership in Spain which is closely related to some leadership styles that are classic in the literature of organizations, and that are "active and positive," such as relations-oriented leadership, democratic leadership, and task-oriented leadership. However, the results also show that transformational leadership produces an augmentation effect on the variance accounted for by the other styles in diverse and important organizational variables.

Conclusions and Recommendations

The mayor of Dumingag possesses a transformational leadership skill who has the ability to encourage his subordinates in attaining shared goals and commitment, teamwork and quality service. The mayor is a leader by

example through work and values as he constitutes wholesome image in gaining respect and attains organizational values and expectations from the citizens. It confirms through the awards he received from the international community's namely; One World Award in Germany in 2014 and lifetime achievement award from World Bank, USA in 2017. The local leaders have a strong communication strategy which plays an integral part of good working relationship towards their subordinates and the people in the community. The municipal officials implement thorough assessments on the needs of the people through immersion and survey as proof for genuine services. They assure that the community will be given priority especially the indigents. In attaining shared vision guided by its genuine people's agenda program, the municipal officials of Dumingag creates distinct policies anchored on GPA programs like poverty alleviation, organic farming and public service which are the motivations in giving satisfactory service. Dumingag is a transformed community because it makes use of the potentials and talents of the Dumingagnon especially the Subanen. They are given priority for the job placement, front liners in all international events and living in their culture as our own. The genuine people's agenda program is a strong commitment as foreseen by the municipal officials for the citizens in honing and showcasing their potentials and strength for personal and professional development. The municipal mayor is a visionary leader in a way that he has a long vision for education and cultural preservation. It makes the community diverse and distinct from other learning institutions. It answers the personal and professional aspirations of the leaders as well as the community. The transformation of the government in Dumingag is very evident. It means that the impact of the transformation is embraced by the community wholeheartedly. The citizens are proud in living to this transformation and create trademark to the local and international community. The local leaders believe that learning is a continuous process and cascading it to all individuals in order to provide opportunity to grow and prosper in their individual life and job. It also becomes an avenue for uplifting the status in the community and discovering new ways for improvement and opportunities. It needs to be experienced for a time but learning for a lifetime. The mayor gives people empowerment that makes his subordinates confident in making critical decisions and commitments in serving his community with utmost values and perseverance.

Leaders must always encourage their subordinates to attend trainings and seminars for additional leanings and motivation. They must have thorough assessments on the trainings and seminars in order to assess the impact on the participants. They should provide trust and confidence for their people in making critical decisions in order to uplift self-esteem and courage to lead the future leaders. Future studies be conducted that will discuss the GPA and road map formulation based on the 5-year strategic plan. There should be replications of the transformational leadership quality for future leaders.

References

1. Abbasi E, Zamani-Miandashti N. The role of transformational leadership, organizational culture and organizational learning in improving the performance of Iranian agricultural faculties. *Higher Education*,

- 66(4), 505+. Retrieved on September 16, 2016 from <https://goo.gl/phokmR>
2. Brillantes AB Jr, Fernandez MT. Good governance, social quality, and active citizenship: Gawad Kalinga in the Philippines. *International Journal of Social Quality*. 2011; 1(2):19. Retrieved on October 12, 2016 from <https://goo.gl/gz1ixy>
 3. Brown FW, Reilly MD. The myers-briggs type indicator and transformational leadership. *The Journal of Management Development*. 2009; 28(10):916-932. doi:<http://dx.doi.org/10.1108/02621710911000677>
 4. Childers WH. *Transformational leadership and its relationship to trust and behavioral integrity* (Order No. 3402113). Available from Pro Quest Central. (305115179). Retrieved from <http://search.proquest.com/docview/305115179?accountid=149218>
 5. Coverley D, Jackson-Bowen D, Valentine P. A call for transformational leadership at historically black colleges and universities. *Journal of the National Society of Allied Health*. 2014; 11(12):25-30. Retrieved from <http://search.proquest.com/docview/1540098611?accountid=149218>
 6. Gupta VK, Huang R, Yayla AA. Social capital, collective transformational leadership, and performance: a resource-based view of self-managed teams. *Journal of Managerial Issues*. 2011; 23(1):31. Retrieved on October 14, 2016 from <https://goo.gl/tWGf6Q>
 7. Hoffman BJ, Frost BC. Multiple intelligences of transformational leaders: An empirical examination. *International Journal of Manpower*. 2006; 27(1):37-51. doi:<http://dx.doi.org/10.1108/01437720610652826>
 8. Hyypia M, Parjanen S. Boosting creativity with transformational leadership in fuzzy front-end innovation processes. *Interdisciplinary Journal of Information, Knowledge and Management*. 2013; 8:21. Retrieved on October 14, 2016 from <https://goo.gl/8z8JqF>
 9. Jordan PJ, Werner A, Venter D. Achieving excellence in private intensive care units The effect of transformational leadership and organisational culture on organisational change outcomes. *SA Journal of Human Resource Management*. 2015; 13(1):1-10. doi:<http://dx.doi.org/10.4102/sajhrm.v13i1.707>
 10. Krishnan VR. Impact of transformational leadership on followers' influence strategies. *Leadership & Organization Development Journal*. 2004; 25(1):58-72. Retrieved from <http://search.proquest.com/docview/226926066?accountid=149218>
 11. Molero F, Cuadrado I, Navas M, Morales JF. Relations and effects of transformational leadership: A comparative analysis with traditional leadership styles. *The Spanish Journal of Psychology*. 2007; 10(2):358-68. Retrieved from <http://search.proquest.com/docview/274681706?accountid=149218>
 12. Ponzetti James Jr. Governance in the cloister: Lessons from the rule of benedict for sustainable leadership in communal organizations. *Journal of Leadership, Accountability and Ethics*. 2014; 11(3):25-35. Retrieved from <http://search.proquest.com/docview/1647069745?accountid=149218>

13. Singh N, Krishnan VR. Self-sacrifice and transformational leadership: Mediating role of altruism. *Leadership & Organization Development Journal*. 2008; 29(3):261-274. doi: <http://dx.doi.org/10.1108/01437730810861317>
14. Ticlau T, Hinteá C. Administrative leadership and situational antecedents in the Romanian public administration. *LexLocalis*. 2016; 14(1):133-155. doi:[http://dx.doi.org/10.4335/14.1.133-156\(2016\)](http://dx.doi.org/10.4335/14.1.133-156(2016))
15. Totten MK, Paloski D. Governance in transformational times. *Healthcare Executive*. 2013; 28(1):80-83. Retrieved from <http://search.proquest.com/docview/1270841391?accountid=149218>
16. Yang FH, Wu M, Chang CC, Chien Y. Fall. Elucidating the relationships among transformational leadership, job satisfaction, commitment foci and commitment bases in the public sector. *Public Personnel Management*. 2011; 40(3):265. Retrieved on October 15, 2016 from <https://goo.gl/yMVmK2>