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Διπλωματική Εργασία

The Impact of Transformational Leadership on Team Working Effectiveness

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Abstract

This paper is a bibliographical work concerning the impact of transformational leadership on team working effectiveness. Initially, there is an overview of Daniel Goleman's (2000) theory on leadership to introduce the reader to the world of leadership. Further, this paper provides information about transformational leadership and team working to explain the terms thoroughly. Proceeding, there are presented the key points of this paper by describing the connection between the specific type of leadership and its impact on team working. Many scholars from the field of leadership support that transformational leadership highly regulates the effectiveness of team working. Their relationship is causal. Transformational leadership, regarding followers, strives for a "performance beyond expectations", as Bass suggests (Khanin, 2007, p. 7), and for a simultaneous elevation for both parties. In the last decades, academic works interested in leadership's influence on teams and organizations started realizing the importance of structuring efficient teams because the results are much more prominent. It is proved from various studies and research that there is a direct link between these two and that are plenty of mediators that facilitate their relationship. Team potency, team cohesion, organizational climate, shared mental models, empowerment, creativity/ innovation, team viability, team performance and collective efficiency are facets that play an intermediary role in the connection of transformational leadership to team effectiveness.

Keywords: Transformational leadership, team working, team working effectiveness

Περίληψη

Η παρούσα διπλωματική αποτελεί μια βιβλιογραφική επισκόπηση/έρευνα που αφορά την επίδραση της μετασχηματιστικής ηγεσίας στην αποτελεσματικότητα της ομαδικής εργασίας. Αρχικά, παραθέτεται μια ανασκόπηση της θεωρίας του Daniel Goleman (2000) σχετικά με την ηγεσία, ώστε να συστηθεί ο αναγνώστης στον κόσμο της ηγεσίας. Έπειτα, η παρούσα εργασία παρέχει πληροφορίες για τη μετασχηματιστική ηγεσία και την ομαδική εργασία, ώστε να εξηγηθούν οι δύο όροι διεξοδικά. Στη συνέχεια, καταγράφονται τα σημεία-κλειδιά της διπλωματικής με την περιγραφή της σύνδεσης του συγκεκριμένου είδους ηγεσίας και της επίδρασης του στην ομαδική εργασία. Πολλοί μελετητές από τον ακαδημαϊκό χώρο της ηγεσίας υποστηρίζουν ότι η μετασχηματιστική ηγεσία ρυθμίζει σε μεγάλο βαθμό την αποτελεσματικότητα της ομαδικής εργασίας. Η σχέση τους είναι αιτιατή. Η μετασχηματιστική ηγεσία, αναφορικά με τους ακολούθους, αγωνίζεται για να επιτύχουν οι ακόλουθοι «επίδοση πέρα των απαιτήσεων», όπως πρότεινε ο Bass (Khanin, 2007, σελ. 7), και για την ταυτόχρονη βελτίωση του ακολούθου και του ηγέτη. Τις τελευταίες δεκαετίες, διάφορα ακαδημαϊκά έργα έδειξαν ενδιαφέρον για την επιρροή της ηγεσίας στις ομάδες και οι οργανισμοί άρχισαν να συνειδητοποιούν την αξία να αποτελείται το δυναμικό τους από αποδοτικές ομάδες, καθώς τα αποτελέσματα προμηνύουν πως πρόκειται για πολλές υποσχόμενες επιτυχίες. Έχει αποδειχθεί από διάφορες εργασίες και έρευνες πως υπάρχει άμεση σύνδεση ανάμεσα στους δύο όρους και μεσολαβούν ποικιλία ενδιάμεσων στοιχείων που διευκολύνουν τη σχέση τους. Η ισχύς της ομάδας, η συνοχή της ομάδας, το οργανωτικό κλίμα, τα κοινά νοητικά μοντέλα, η ενδυνάμωση, η δημιουργικότητα/καινοτομία, η βιωσιμότητα της ομάδας, η απόδοση της ομάδας και η συλλογική αποτελεσματικότητα διαμεσολαβούν στη σύνδεση της μετασχηματιστικής ηγεσίας με την ομαδική αποτελεσματικότητα.

Λέξεις-κλειδιά: Μετασχηματιστική ηγεσία, ομαδική εργασία, αποτελεσματικότητα ομαδικής εργασίας

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1. Introduction
a) Justification of thesis

In the last decades, the concept of leadership has occupied academics, focusing intensely on detecting efficient ways of the appliance and the form that it should have. Many scholars claim that transformational leadership is the type of leadership that demands thorough research because its philosophy renders it beneficial for "stakeholders". Besides, the fundamental part of an organization is its "stakeholders". There is a variety of articles and research exploring the benefits of the particular type of leadership, but not plenty of information concerning team working. Team working is a term that gained organizations' interest in the last decades. Nowadays, organizations tend to structure their staff to team formations and set team leaders. As a result, further research can be conducted to discover what transformational leadership can provide in teamwork effectiveness while strengthening collective vision and prioritizing followers' needs.

b) Purpose and Research questions

The stimulus to work on this thesis was the limited research on the effect of transformational leadership on the effectiveness of team working. The findings vary when we examine leadership's impact on an individual employee and a team. This paper aims to provide information about the particular style of leadership, its influence on team working and how it can ensure team effectiveness without neglecting the needs of followers.

Is this leadership type the answer to the enhancement of team working effectiveness?

What does this kind of leadership offer to a team?

How does transformational leadership vouch for team effectiveness?

What are the benefits for a team having a transformational leader?

Are there factors that mediate the connection between transformational leadership and team working effectiveness?

Are transformational leadership and team working effectiveness connected directly or indirectly?

Is it possible for a leader to set apart individual needs and team needs? Does individuality fade when a follower is a member of a team?

c) Methodology

In this bibliographical work, the information presented was collected from various academic sources, such as articles, books, surveys and studies. All these sources contribute to finding evidence that serves the purpose of this study.

2. Literature Review
   a) Leadership

These days it is more crucial than ever for an organization to hire the right people for the right jobs. Market changes, technological breakthroughs, and regulations updates form an unstable business environment that demands from organizations and stakeholders constant flexibility and adaptability. These specific attributes are the most valuable concerning the needs of the 21st Century business market. So automatically, finding and being an effective employee requires many skills, as well as selecting and being an exceptional leader. The Oxford Handbook describes leadership as "'the process of influencing others in a manner that enhances their contribution to the realization of group goals'" (Ravikumar and Parks, 2020, p. 664).

Much research has been done on theories and hypotheses about the "perfect" leader. From time to time, people wait for a leader to show up to inspire them and save them. Not referring solely to the political stage, but also the business field. Everyone is talking about past authoritative figures, such as generals, presidents, and business owners that left their mark on people and history. They stood out by earning battles and people's faith, making decisions that changed the flow of things. And still, we are not sure what it takes to be a leader. In his work, Daniel Goleman (2000) defined the traits that an exceptional leader should possess. He is a pioneer in his field by attempting to determine the qualities of a leader. According to D. Goleman (2000), a leader ought to be emotionally intelligent, because a modern leader without cultivated EI cannot cope with leadership's demands. Emotional intelligence entails four specific capabilities: self and social awareness, self-management and social skills. In brief, an emotionally intelligent leader is capable of controlling his/herself, feeling confident, showing empathy toward others and caring about the relationships with the surroundings.

Of course, many others academics dealt with this issue and extend their research on it, using Goleman's writings as a base. Nowadays, concerning the field of leadership, the focus has been shifted towards another form, the so-called "transformational leadership". "Transformational leadership's" key points meet Goleman's theory (2000) about the qualities that set a leader worthy and beneficial to employees.

   b) Transformational Leadership

Throughout the years, several scholars focused their interest on investigating the concept of "transformational leadership". It has shed light on this particular kind of leadership in the past decades because it is considered the most suitable and proper leadership style. It is, exactly, the kind of leadership that transforms a manager, an owner, and a boss to a leader□ a leader that inspires and motivates employees to perform better, evolve and be active participants in securing the well-being of an organization. We refer to an authoritative figure, which respects and treats employees fairly, cares about their needs, and supports them.

The most noticeable works on "transformational leadership" belong to Bernard M. Bass and James MacGregor Burns (Khanin, 2007, p. 7). These two writers attempted
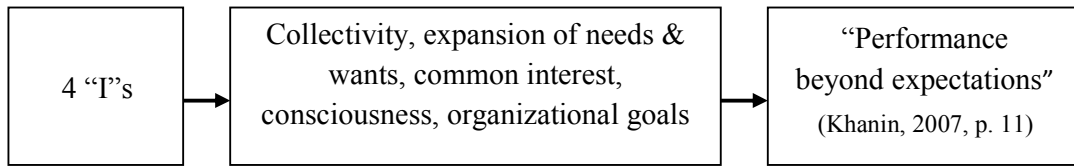
to visualize the best possible form of leadership, which allows leaders and followers to improve themselves constantly at a personal and business level. Nevertheless, it has been the object of investigation for many more writers, such as B.J. Avolio (Bass et al., 2003), P.M. Podsakoff (Podsakoff et al., 1990) etc.

The study of Abouraia and Othman (2017) refers to the traits that a transformational leader should acquire and how they benefit an organization and its employees. This term first appeared in 1973 in research by James Victor Downton. Then in 1978, Burns shed light on it, and in 1985, Bass investigated it furthermore. A transformational leader is a decisive and strong personality that inspires employees to work hard and try their best. It is claimed that transformational leaders are charismatic figures that transform and adapt faster than others. This is the reason that a synonym for transformational leaders is charismatic leaders. Also, they provide stimulus and motivation to followers to improve themselves. They try to challenge their followers to perform better without draining them, physically or psychologically (Khun Loo, Lee and Low, 2017, p. 188).

In addition, followers need to find in a leader's face a caretaker that concerns about their needs, boosts their confidence and their creative thinking, and respect their limits and time. In several writings, transformational leadership is presented as a strong style of leadership capable of affecting employee job satisfaction, organizational commitment, and turnovers, as it supported in Abouraia and Othman's work (2017). So, the powerfulness of this leadership type justifies the attention that is gaining over the past few decades.

D. Khanin's work (2007) presents the academic offer of Burns and Bass in the definition of transformational leadership. They provide two different but still equally valuable, approaches to the matter. On the one hand, Burns argues that leaders and followers evolve through a "mutually enriching and learning process" of interaction, in which the former train the latter to transform into a worthwhile leading figure and, eventually, the latter teaches the former new ways to elevate. For Burns, leadership is a "symbiotic relationship" that demands the cooperation of even different parties to transform into something notable. Also, it is of great value for leaders and followers to enhance their consciousness through this transformation. The result would be a change that will survive through time. It is interesting the use of the term "heroic" to characterize leadership, the kind of leadership described earlier. On the other hand, Bass suggests that "transformational leadership" is when leaders fertilize the conditions for followers to "perform beyond expectations". He points out the means and the outcomes of this kind of performance and progress. How a leader urges followers to this excellence? The outcomes are that followers prioritize serving the common interest, thinking collectively, and valuing the organizational goals, and at the same time, they broaden their needs and desires. This diagram depicts the causal relationship from the four "I"s to "the performance beyond expectations". A leader utilizes these four behavioral traits to elevate follower's feelings of belonging, needs and unity, resulting in an exceptional performance.

Figure 1: The causal relationship of the 4 "I"s and "performance beyond expectations"

4 "I"s	Collectivity, expansion of needs & wants, common interest, consciousness, organizational goals	"Performance beyond expectations" (Khanin, 2007, p. 11)

The article titled "Impact of Transformational Leadership and the Mediating Effect of Employees' Perception of Organizational Change on Affective, Normative and Continuance Commitment" (2017) explains that transformational leaders earn employees' commitment to the organization and its changes by exhibiting the four "I"s, which are "idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration". The first element is associated with followers' perception of the competence and worthiness of the leader. Leader is earning the trust of employees in a point that "employees become followers who want to emulate their leaders and internalize their ideals" (*The 4 "I's" of Transformational Leadership,* 2022). The second refers to a leader's aim to influence and motivate followers. The path that will lead to this result is to ensure harmony between followers' beliefs and the company's vision, mission, and well-being. It would be achievable if followers have high esteem for their leaders and can identify with them. The third describes leaders' role as an intellectual stimulus by encouraging followers not to rest upon the status quo, urging them to take initiative and be creative, and ultimately dismiss the "fear factor" by being bold and courageous (*The 4 "I's" of Transformational Leadership,* 2022). Fourthly, "individualized consideration" connects to a leader's ability to support followers and act as a "mentor" to them, rather than a boss. The leader respects equally each follower's contribution and personality.

Even though scholars designate different names for the behavioral elements that characterize transformational leaders, they are mostly known as the four "I"s ("idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration"). Otherwise, we encounter them as the six behavioral aspects that inspire employees, called: "Identifying and Articulating a Vision", "Providing an Appropriate Role Model", **"**Fostering the Acceptance of Group Goals", "Providing Individualized Support", "High-Performance Expectations" and "Intellectual Stimulation" (Bormann and Rowold, 2016, p.368) (Podsakoff et al., 1990, p. 112). Still, the essence of all these elements remains the same. The above board presents each researcher's titles for these four factors.

Figure 2: Behavioral components of Transformational Leadership

House (1977)	Bradford and Cohen (1997)	Bass (1985)	Podsakoff et al. (1990)	Carless et al. (2000)
Providing an attractive vision	Determining and building a common vision	Inspirational motivation	Identifying and articulating a vision High performance expectation	Clear and positive vision of the future
Communicating high performance expectations to the follower	Building a shared-responsibility team		Fostering acceptance of group goals	Empowerment
Behavior to incite individual developments	Continuously developing individuals' skills	Individualized consideration	Providing individualized support	Providing support and recognition Staff development
		Intellectual stimulation	Intellectual stimulation	Innovative thinking
An example to be imitated by followers		Charismatic behavior of the leader	Providing an appropriate model	Leadership through example Charisma

Source: Own Elaboration

Source: Khun Loo, J.T., Lee, P.H. and Low, A.L. (2017)

Last but not least, transformational leadership secures employees' commitment and productivity through "intangible rewards", such as appraisals, showing trust, boosting self-confidence, etc. (Srithongrung, 2011, p. 376). These rewards address higher values that a person needs, especially in a workplace, such as acceptance, respect, and confidence. When employees feel that they work in an environment that protects and fills them holistically, they eventually become even more committed and motivated, staying loyal to the company and putting extra effort into performing better.

c) Team, Team Working and Leadership

We say that the "stakeholders" of an organization are the foundations, the critical parts that should be combined harmonically and work together effectively. Employees and their supervisors are components that their work and their relationships affect the company's well-being. Today, companies are particularly interested in the quality of staff relationships, especially now when the trend in corporate places is to group employees in teams and set a leader (team leader) for them, as it is stated in the article of Gaviria-Rivera and López-Zapata (2019). It sounds simple, but it is not.

In the article of Zaccaro, Rittman and Marks (2001), it is provided the definition of a team according to Salas, Dickinson, Converse and Tannenbaum. So, a team is defined as "a distinguishable set of two or more people who interact, dynamically, interdependently, and adaptively toward a common and valued goal /objective /mission, who have been assigned specific roles or functions to perform, and who have a limited life-span of membership (p. 4)".

Healthy working environments demand healthy working relationships. The safest road to achieving it would be through trust. It works as a common ground among colleagues, supervisors and subordinates, and, of course, team members. Concerning teams, it is believed that leaders are majorly responsible for establishing trustworthy relations between all members and earning their trust. But how can it be done and what can it offer? To begin with, a team leader is not determined by the number of the team

of followers☐ can be either an owner of an organization, who is responsible for the whole staff, or a manager of just ten employees. The work of Gillespie & Mann (2004) strengthens the perception that the cultivation of trust between team members and their leader would provide better terms in communication, task delegation and completion, coordination and "effective functioning". At that point, it should be noted that trust is not enough. There are more elements necessary for teams to perform better.

The Global Resource Centre construes teamwork as "'two or more people who interact interdependently with a common purpose'" (Ravikumar and Parks, 2020, p. 664). In Bektas and Sohrabifard (2013), teamwork is defined as "a collective way of organizing and working". Team working depends mostly on organizational climate, system, leadership and market environments. Although team working may appeared sometimes as a combination of individual tasks, the trend is to act as a team and process tasks as a team. A way to enable team working is the cultivation of group thinking. "Group thinking is a product of trust, which is essential for team building and bonding. In the work of Kozlowski and Bell (2003), it is mentioned that according to Salas, Cannon-Bowers, there are "eight teamwork skill dimensions": adaptability, shared situational awareness, performance monitoring and feedback, leadership/team management, interpersonal relations, coordination, communication and decision making. Furthermore, training is considered a mediator for improving team processes and, ultimately, enhancing team effectiveness. Training strategies: task simulations, role plays and behavior modeling, team self-correction, team leader training, cross training and teamwork skill training.

Although the operation of a team is highly dependent on the organization's corporate culture, vision and mission, and the applied leadership techniques☐ in highly competitive working environments, it is difficult for a team to act like one and to survive. The most likely scenario is that team will face conflicts and experience a lack of trust, liability, motivation and commitment, not only among its members but towards the institution, as Woodfield and Kennie (2008) refer at their work. Nevertheless, these implications can be solved: by posing clear and tangible goals for which the whole team would be accountable, by rewarding the team and not the individual members with other than materialistic motives, by following the proper leadership type and using "informal" approaches to connect team members, such a lunchtime to act outside the workplace. All these are important to build a "real team" that would be effective and committed (Woodfield and Kennie, 2008, pp. 401-2).

A team can be characterized as cohesive if it exhibits five specific behavioral traits (Ravikumar and Parks, 2020, p. 667). The most important of all is trust because it secures the cultivation of an open communication environment. Also, constructive conflicts are beneficial for teams since they demand the participation of all members and result in the best possible solution. Additionally, members ought to be committed to the team's decisions to ensure stability and persistence. Each team member is considered equally responsible for team success and failure concerning decision-making and problem-solving tasks. Finally, the team is aiming for effectiveness because, after all, this is the primary goal of a team and an organization.

3. The Impact of Transformational Leadership on Team Working effectiveness

The answer to the "calls for more adaptive, flexible leadership" in organizations is transformational leadership (Bass et al., 2003, p. 207). It is the leadership style that a team needs to work, sustain and have results. Studies confirm that transformational leadership affects groups twice as much as at an individual level. This paper explores the effectiveness of team working as a result of the impact of transformational leadership. Due to the complex and dynamic working environments, it is challenging for teams to cooperate, communicate efficiently and trust their leader and co-workers.

Dynamic and complex working environments provoke a team's efficiency, which works as a criterion for organizational success. Effective teams' characteristics are interdependence that demands coordination and synchronization, adaptability and flexibility. Effective teams must exchange information and resources, as there is a hierarchical order that assists in the team function with specific and clear directives (Zaccaro, Rittman and Marks, 2001, p. 457).

Choosing and being a leader for a group of people or even performing in it demands a great amount of effort. As it has previously mentioned, the leader is a figure who works as a role model and cares about the team and each member individually. This kind of leader provides subordinates the chance to take initiative, participate in decision-making, and ensure that the company's vision and goals are priorities for the team. The team leader is responsible for earning the trust and respect of the team and cultivating a fertile ground for the development of trustworthy relationships between members (Gaviria-Rivera and López-Zapata, 2019, pp. 70-1). Of course, each team member is accountable for transforming the leader's trust and respect into a correspondingly worthwhile professional behavior and a performance beyond expectations. These lines describe a transformational leader and the potential relationship this kind of leader develops within teams.

Transformational leaders "create a group environment" in which followers are encouraged to participate, learn, take action, and feel autonomous and empowered. The study, titled "Transformational leadership in work groups" (2002), hypothesized that transformational leadership is positively associated with a group's perception of empowerment, cohesiveness and perceived effectiveness (Jung and Sosik, 2002, pp. 319-320). The results showed that transformational leadership connects to group empowerment that affects collective efficacy, which impacts perceived group effectiveness. Even though "group cohesiveness" is not linked to the perceived group effectiveness, it is the aftermath of a shared vision and identity among team members. Jung and Sosik (2002) explain that due to the rising confidence and "salience" in the group, followers' empowerment enhanced and led to "collective confidence". Specifically, when followers take initiative and take over complex tasks, the group's empowerment is exhibited. Also, "collective confidence" is the so-called "collective-efficacy". "Collective-efficacy" has already been linked to group performance in previous studies. It is necessary for a group and its members to believe in the group's

abilities because they will be more resilient. To conclude, collective efficacy/confidence contributes to team viability which is an indicator of team effectiveness.

In the work of Kozlowski and Bell (2012), it is mentioned that for Shea and Guzzo (1987), team effectiveness is perceived as "the quantity and quality of a team's outputs"☐ prompting the question of whether a team can hold over time to perform effectively. That is why "team viability" is a core measure. When team members are satisfied, participate and are willing to remain in a team, then this team is viable. It is difficult for a team to sustain through time because, for example, familiarity could lead to unfiltered liability and result in "stultification".

The article titled "Transformational leadership versus shared leadership for Team Effectiveness" (2021) presents evidence that supports the relationship between transformational leadership and team effectiveness. Three indicators predict team effectiveness. These are team performance, quality of team experience and team viability. First, team performance refers to the quality of team working, how productive the team is, team's ability to manage tasks successfully and meet its goals. Second, the quality of team experience relates to the working and social environment, which should be beneficial and qualitative for all team members. Third, team viability connects to the ability of a team to become adaptable, solve problems efficiently, handle challenges and work harmonically in the long term to ensure sustainability. The study showed high percentages of correlation between transformational leadership and team effectiveness. This type of leadership affects in a positive way team performance, quality of team experience and mostly team viability, which all three work as factors of team effectiveness. It is worthy of mention that the study examines the intermediary role of teamwork orientation between transformational leadership and team effectiveness. Teamwork orientation describes the willingness of an individual to participate in a team, adapt and think collectively in it. Indeed, teamwork orientation positively affects this relation, as the study results reveal.

It is a fact that leaders play an important role in establishing a proper organizational climate and climate strength depends upon group's variability "-the less within- group variability, the stronger the climate-, as it is referred in Schneider, Salvaggio and Subirats paper (2002)☐ it is suggested that transformational leadership affects climate strength. This statement is supported by the fact that transformational leaders cultivate quality interpersonal relationships with their followers and among employees. Furthermore, leaders aim to create a climate based on trust, open communication and sharing. Also, followers need to witness consistent behavior in management from the part of the leader, because it provides them with a secure workplace, where they, in turn, try to sustain consistency in their tasks. Additionally, when leaders prioritize employees' well-being and safety, their appreciation and commitment strengthen. These are the reasons that justify transformational leadership's influence on climate strength.

Another factor that affects climate and climate strength is social interaction. Social interaction occurs between employees and team members and facilitates task

completion and information sharing by allaying individual perceptions to group thinking. When individuals think collectively, the organizational climate transforms into a "group climate" (Zohar and Tenne-Gazit, 2008, p. 746).

The following figure shows the path from transformational leadership toward team performance with the intermediations of organizational climate and job satisfaction, as the study proved (Gaviria-Rivera and López-Zapata, 2019, p. 78).

Figure 3: Results of structural equation modeling
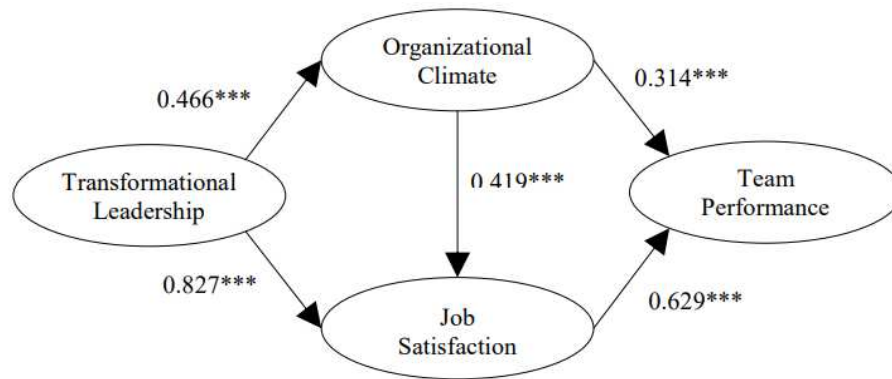
Note: ***p<0.01

Source: Gaviria-Rivera, J.I and López-Zapata, E. (2019)

Taking into account that team performance is an indicator of the effectiveness of teams, we conclude that, if a team achieves high performance, then the team is considered highly effective. So transformational leadership reinforces climate strength and followers' satisfaction, and team performance and effectiveness are invigorated.

At team level, it has been proved that climate is associated to performance. The study of González□Romá, Fortes□Ferreira and Peiro (2009) proves that climate strength affects the relationship of team climate with team performance in terms of four climate facets: "support from the organization, innovation, goal achievement and enabling formalization" (González□Romá, Fortes□Ferreira and Peiro, 2009, pp. 511-512). The results showed that from these four team climate facets, three of them ["support from the organization, goal achievement and enabling formalization"] were found to be correlated positively with team performance. Overall, "when climate strength was high, the team climate-team performance relationship was enhanced" (González□Romá, Fortes□Ferreira and Peiro, 2009, pp. 511-512).

The survey "Effects of transformational leadership on empowerment and team effectiveness" (2003) examined the impact of transformational leadership and followers' empowerment on team effectiveness. Team effectiveness is measured by three indicators, innovation, communication and performance. The first factor is

innovation because when team members feel empowered and autonomous, participate in decision-making and leaders and co-workers take into account their opinion, followers are free to be creative and innovative. Considering the second factor, an effective team can communicate openly and efficiently to complete tasks and reach a decision. Thirdly, team effectiveness associates with team performance because the team believes in its power to achieve organizational goals. All those emerge from an empowered team (Özaralli, 2003, p. 337). But a team needs a proper leader. That is the focal point because transformational leaders take over. It has been proven by many scholars the contribution of charismatic (transformational) leadership in empowering followers (Özaralli, 2003, p. 341). In brief, leaders show their support to followers to become independent and autonomous by being willing to share their power with followers and encouraging them to be active participants in decision-making.

The book "Three sets of mediators between transformational leadership and team performance" (2018) confirms a direct link between transformational leadership and team performance, an indirect link with the interference of team efficacy, and that transformational leadership connects to team efficacy through team cohesion. As has been already mentioned, the four "I"s shape team members' consciousness, and motivate followers to "exceed their self-interests...for the sake of achieving collective goals (Lim & Ployhart, 2004)" (Muhammad, 2018, p. 29). All these actions verify the strong relationship between transformational leadership and team performance.

Team efficacy refers to the common belief of team members that they can achieve team goals successfully. It is supported that ""the higher the sense of collective efficacy, the better the team performance" (Stajkovic, Lee, & Nyberg, 2009, p. 814)" because it provides better terms of collaboration (Muhammad, 2018, p. 32). As Bass has pointed transformational leaders raise a "sense of a collective identity and collective efficacy" (Muhammad, 2018, p. 33). Team efficacy is heightened through team cohesion due to transformational leaders' behaviors□ because this kind of leader addresses followers' cognitive and emotional aspects (Muhammad, 2018, pp. 29-33).

Kozlowski and Bell (2003) support that team member's contribution plays important role in the efficacy of the team, so staffing is a crucial process. Teams need a leader capable of constructing a team from scratch and making sure that it will work as a unit. Also, they are responsible for creating a "favorable" working place for their team. Moreover, the leader ensures direct interaction with team members during all stages, from development to performance. Last but not least, leaders ought to give away to teams some autonomy to feel active, powerful and not suppressed. It should not be forgotten how important it is for team members to feel autonomous, even though they perform inside a team.

The study of Zaccaro, Rittman and Marks (2001) proposed that leadership processes are catalytic factors in team performance. Processes such as planning, motivating and providing feedback lead to "team task cohesion" and "collective efficacy" that lead to team effectiveness. "Bonding" and "collective efficacy" of team members make them feel attached to their team, be motivated, and put in more effort,

because they are responsible for team success. The following graph exhibits this path toward team effectiveness (Zaccaro, Rittman and Marks, 2001, p. 468).

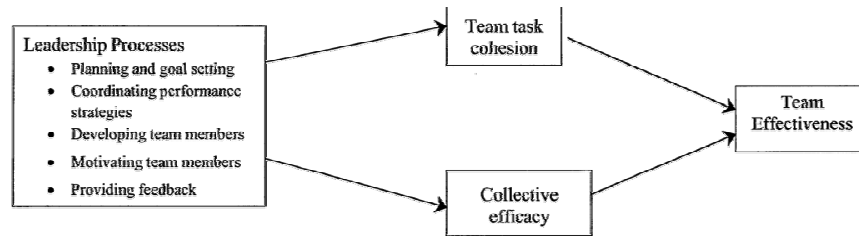Figure 4: Influence of leader performance functions on team motivational processes.

Fig 3. Influence of leader performance functions on team motivational processes.

Source: Zaccaro, S.J., Rittman, A.L. and Marks, M.A. (2001)

According to Kozlowski and Bell (2012), the personality of members, team size, diversity in cultures, values, "team personality" and "team ability" (Kozlowski and Klein, 2000) are some factors that influence (more or less) team effectiveness. Team effectiveness is "multifaceted, with an emphasis on both internal and external criteria" and focuses on "synergies that produce process gains" (Hackman, 1987)". The majority of (team effectiveness) models are based on the McGrath model, named IPO [Input-Process-Outcome], which is a framework. Inputs concern the resources provided to the team, processes refer to mechanisms allowing members to synthesize harmonically, and outcomes work as criteria for evaluating team effectiveness. Team effectiveness is perceived as "a multi-dimensional construct that consists of both performance effectiveness (i.e. quality and quantity of outputs) and attitudes (i.e. commitment) (Cohen & Bailey, 1997; Kraiger & Wenzel, 1997)" (Kang, Yang and Rowley, 2006, p. 1682). It is suggested that the improvement of team processes enhances team effectiveness by determining effective team performance competencies and designing training that helps these competencies rise.
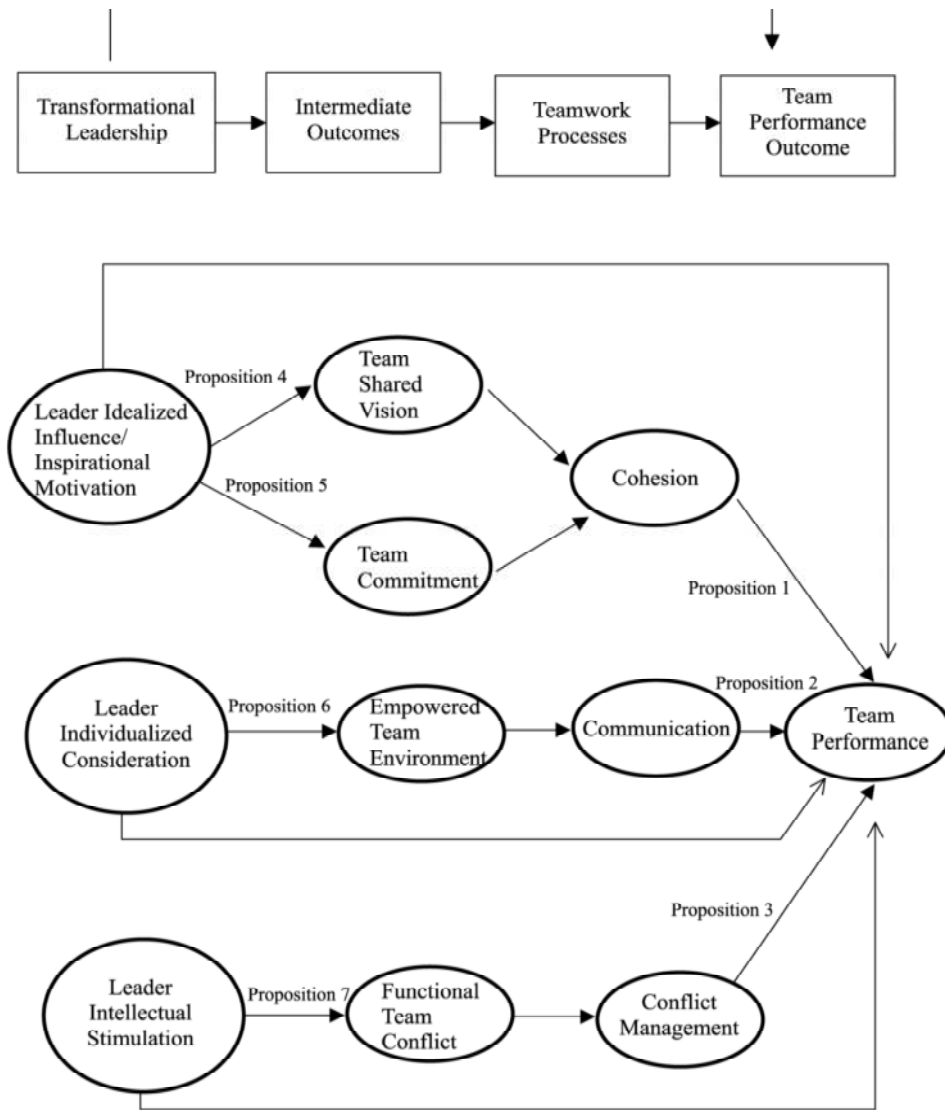
Moreover, in terms of transformational leadership and interaction density among members, we focus on "group-level effects" that are associated with team effectiveness, which takes form through "collective goals, shared values, and team empowerment" (Zohar and Tenne-Gazit, 2008, p. 747). "Group-level effects of transformational leadership on performance criteria such as task quality, team effectiveness, and extra effort are double the magnitude of individual-level effects (DeGroot, Kiker, & Cross, 2000)" (Zohar and Tenne-Gazit, 2008, p. 747). These theories conclude that transformational leadership enhances group performance because it is the kind of leadership that focuses on the commonality of vision and values among followers. For some researchers, groups do not perceive as teams. To some extent, it is true because not all groups are teams. A team entails so much more elements. In this paper, a group refers to the potential of being an effective team.

Has been studied from few scholars the connection between transformational leadership and team performance. Team performance perceived as a "process-oriented construct" that involves "collective effort" and "interpersonal relationships" which turn

it to "teamwork" performance. Every kind of team work consists of interpersonal processes, such as "communication, conflict management and cohesion" (Dionne et al., 2004, p. 178). These three components are, among others, predictors for the effectiveness of team working performance. Cohesion connects to the degree of involvement of team members, their coordination and the lack of turnovers. Quality communication is important part of a team, because it makes easier information sharing and helps team functioning from daily to hard tasks' completion. Conflicts may occur within a team, but fruitful ones provoke members to think harder, build stronger bonds and the resolution leads to greater satisfaction. Particularly, "cognitive or task-oriented conflicts" play crucial role in team effectiveness by strengthening it. The study of Dionne et al. (2004) provided evidence that:

- Transformational leadership's facet "individual influence" affects cohesion and cohesion affects team performance with the interference of shared vision and commitment.
- Transformational leadership's facet "individual influence" affects team performance with the slight interference of shared vision and commitment.
- "Individualized consideration" affects communication in team and communication affects performance through empowering team members.
- "Individualized consideration" affects performance through empowering team members.
- "Intellectual stimulation" affects conflict management which affects performance of the team by building a functional conflict environment for teams.
- "Intellectual stimulation" affects performance of the team by building a functional conflict environment for teams.

Figure.5: General transformational leadership and team performance mediated model

Source: Dionne, S.D. et al. (2004)

In a nutshell, "transformational leadership" is connected to team performance-team working effectiveness either in a direct link or an indirect link that is intermitted by vision, employee commitment and empowerment, and leader's responsibility to build a functional conflict environment.

Robert T. Keller's study (1992) predicts that transformational leadership and its element "intellectual stimulation" anticipate "higher project group performance". When transformational leaders urge followers to think "outside to box" and act as mentors for them, followers and teams perform beyond expectations, as Bass suggests (1985) (Keller, 1992, p. 494). It was found that R&D groups through leaders' intellectual stimulus deal with "ill-structured" problems more efficiently. This is due to the fact that followers acknowledge through team success leader's qualities, if they experience constant success (Keller, 1992, pp. 491-2).

Taking for granted that a team should act as an information-processing unit to achieve effectiveness. Communication is the key to this process because it is considered an integral part of task completion (MacMillan, Entin and Serfaty, 2004, pp. 61-2). Team cognition, which differs from self-cognition, necessitates communication enabling the establishment of shared mental models/shared team awareness among team members. In turn, shared mental models lead to implicit coordination that facilitates efficient communication resulting in effective team performance (MacMillan, Entin and Serfaty, 2004, pp. 62-3).

Shared Mental Model [SMM] is described as the shared knowledge structure among team members during tasks. In this way, there are a mutual understanding and common expectations from all members. It draws our attention that SMM enables quality communication even if circumstances are frustrating and pressured. Additionally, SMM "helps identify team member needs, forecast task operations and strengthen teamwork" (Kang, Yang and Rowley, 2006, p. 1688). These exact traits set a team effective.

Among leaders' responsibility is to establish "shared mental models'" among team members that prevent miscommunication and help members predict the moves of their co-workers which is time-saving. "Cannon-Bowers et al. (1993) argued that to be effective, team members: must understand their role in the task, that is their particular contribution, how they must interact with other team members, who requires particular types of information, and so forth" (Zaccaro, Rittman and Marks, 2001, p. 459). In addition, each member offers to the team something uniquely beneficial that should be combined harmonically with the attributes of the rest members to achieve team goals with the assistance of the team leader (Zaccaro, Rittman and Marks, 2001, pp. 451-2). A transformational leader takes into consideration the importance of shared mental models within a team, knowing that "shared cognition" works as a facilitator in task completion and the team's well-being.

Transformational leaders promote unified thinking in teams to handle arising problems and tasks without wasting time in marathons of communication and coordination. Leaders offer the chance for teams to act and think collectively, complete tasks effectively and become active participants by respecting members' uniqueness and putting effort into combining them artfully. The work of Ayoko and Chua (2014) stresses the significance of "team mental model similarity" [TMM] on team working effectiveness. Several pieces of research proved the importance of TMMs on team effectiveness. TMMs are defined as "organized mental representations of the key elements within a team's relevant environment that are shared across team members (Klimoski and Mohammed, 1994)" (Ayoko and Chua, 2014, p. 505). TMM "sharedness" refers to task and team working. The study suggests that transformational leadership is associated with TMM similarity and, subsequently, TMM similarity is connected to team efficacy, as the diagram depicts.

Figure 6: A conceptual model of the relationship between transformational leadership behaviors, team mental model similarity, team efficacy, and intra-team conflict.
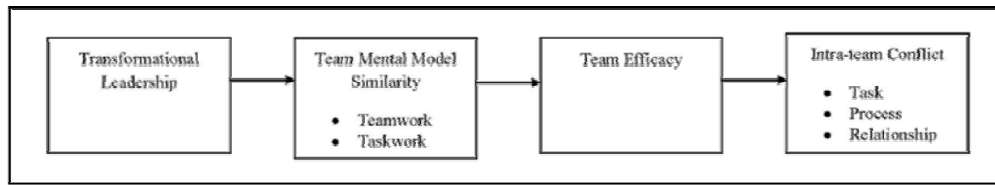
In sum, transformational leaders facilitate TMM similarity in teamwork and task work, and TMM similarity affects team efficacy. That derives from the fact that when a team gains similar critical and conceptual thinking on completing tasks and work, then this team acts as one mind, as one person, and as a result, it saves time and resources. Besides that, impeccable coordination raises the chances for a team to become effective.

It is for granted that teams consist of individuals, who should act collectively to perform successfully. But it should be noted that each member of the team fills in the team offering its individuality. That means each member's contribution is crucial and necessary. Transformational leaders secure the maintenance of individuality and help them blend it with the other members without losing it by showing interest in each team member. All members perform a certain role and are responsible for accomplishing it. This is the point where leaders take over. In essence, they define the roles and the boundaries that accompany them and they help team members acknowledge their strengths and weaknesses and realize their capabilities inside a team. Dioso R.P. (2014) explains in detail in his work "Elements of team working" that there are five organizational perspectives that set a leader's mindset ["reflective mindset, analytical mindset, worldly mindset, collaborative mindset and action mindset"]☐ and leader's mindset, in turn, ensures a balance between team members' roles and individual roles with the development of the team (Dioso, 2014, pp. 36-39).

Figure 7: Elements of team working
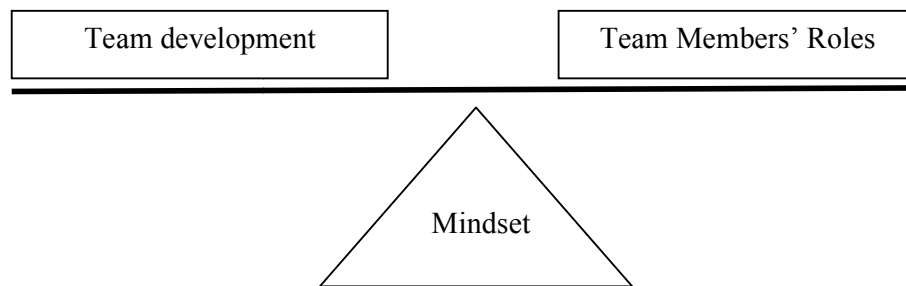
Teams achieve constructive tasks and team working, when leaders provide them with "sense-making" and clear and meaningful goals. Transformational leaders are regarded as role models and ideal and dignified figures that inspire followers. When leaders' system of values is exposed continually to a team, it is safe to assume that

eventually team's perception of team norms, which are salient for teamwork and task work (Ayoko and Chua, 2014, p. 509), would be affected positively.

The analysis of Braun et al. (2013) proved that the way teams perceive supervisors' transformational leadership impacts teams' performance. The research took into consideration the fact that transformational leadership is a mix of "individual-focused as well as team-focused behaviors" and is characterized as a "participative leadership style" (Braun et al., 2013, pp. 271-2). Braun et al. (2013) work based on evidence from previous studies that supported transformational leadership as the most appropriate style of leadership concerning teams□ because these leaders pay attention to individual members and enhance team working by perceiving the team as an entity and promoting it to work as a team.

Transformational leadership is a participative style of leadership since it supports equal treatment toward members and the participation of all members in decision-making. In the article of Dionne et al. (2010), it is claimed that the convergence of team mental models leads to team effectiveness, which ultimately results in improved team performance. Moreover, it is stated that participative leadership promotes the convergence of team mental models. This statement is supported by the fact that leaders encourage and set an example by showing interest in followers, even when a team exhibits self-interested behavior, regardless of the level of mutual interest. In this leadership style, there is knowledge of "who does what and who knows what". A participative style of leadership is beneficial for new teams and in cases where teams experience significant changes in their structure or working environment.

Except the business field, it is evident from various sources that transformational leadership is performed in several contexts, military, medical, educational etc. The common element of these contexts is that the participants usually are working in teams. Military units, surgical teams and universities teams and sororities work collectively.

Research on transformational leadership has been investigated in several "diverse" contexts. Bass et al. (2003) explored transformational leadership's connection to performance in a military context. In the study took part seventy-two platoons, including 1,340 platoon leaders and 1,335 platoon sergeants? It is impressive that the reason for selecting platoons is that "in military engagements, leadership, morale, cohesion, and commitment have long been identified as critical ingredients to unit performance (Bass, 1998; Gal, 1985)" (Bass et al., 2003, pp. 209-10)□ in a degree that there is "willingness to make sacrifices on the leader's behalf". The results of the study supported that transformational leadership, directly and indirectly, connects to the unit's performance. In specific, indirectly because they tested potency/cohesion as a mediator between transformational leadership and performance. Team potency would be explained in the followings paragraphs.

In the survey of Geraghty and Paterson-Brown (2018) discussed the importance of leadership and team working in the surgical field of medicine. In a competitive and

hardcore environment, like surgery, that involves the treatment of patients, transformational appliances facilitate the cooperation of team members and everyone's involvement. Surgical leaders support teams by providing accessibility and offering opportunities and feedback for personal growth. Moreover, in clinical teams, when the leading figure shows concern about members, coaches and encourages them, takes into account all opinions, and inspires them, he/she performs an effective leadership style that has results (Ravikumar and Parks, 2020, p. 665). This description fits perfectly for a transformational leader. To conclude, transformational leadership's impact on team working is detected in various contexts, such as in medical environments.

Transformational leadership and its impact on team effectiveness explored in the educational context. The article "ANALYSIS ON EFFECT OF TRANSFORMATIONAL LEADERSHIP ON THE EFFECTIVENESS OF TEAM" (2021) studied in private colleges and universities the influence of this particular style of leadership on team effectiveness (Dhimam and Vashistha, 2021, p. 220). The results supported the positive effect and proved that transformational leaders invest in the empowerment and satisfaction of followers, provide feedback that helps them improve their performance, secure team spirit and prioritize collective interest (Dhimam and Vashistha, 2021, p. 227).

The research paper of Schaubroeck, Lam, and Cha (2006) advocates that team potency acts as mediator in transformational leadership's influence on team performance. Team potency is defined as the common belief among team members that they are efficient and confident enough to achieve their tasks and goals. Transformational leadership augments team potency through four appliances. First, transformational leader inflates self-confidence into followers by showing trust and believing in them. Second, leader encourages and provides useful guidance to followers to be effective. Third, he/she shows concern about followers and cares about them. Four, he/she promotes appropriate and healthy cooperation between team members. On top of that, it is supported that transformational leadership affects team potency and potentially leads to "superior team performance", which means that, when team members believe in themselves and their effectiveness, it is more likely to be successful.

Team potency plays an intermediary role in connecting transformational leadership to team performance, through two stances, power distance and collectivism. Power distance is a cultural phenomenon in organizations that dictates from the part of low-status employees to comply with the unequal delegation of power. High power distance results to respect and trust in the leader. A leader's ability to convey expectations and confidence to teams helps them awaken their self-confidence and meet the desired expectations. Finally, the product of these outcomes is "greater team potency". Concerning "collectivism", when leaders pay attention to followers' needs and aim to cooperation, they enhance team potency (Schaubroeck, Lam, and Cha, 2006, pp. 1021-23).

In the article of Arnold, Barling and Kelloway (2001) "strong transformational leadership or strong value-based norms and rules" are seen as facilitators of teams'

effectiveness. The second one refers to the so-called "Weber's iron cage" perspective that supports a "system of value-based normative rules" which disciplines team members and inspires confidence and trust. The study found that this perspective has a positive and negative impact on teams. For example, on the one hand, it creates a safe and trustworthy workplace; on the other hand, it causes stress to followers. The study's results showed that transformational leadership's influence on trust, commitment and team efficacy within a team outperforms the impact of perceptions of the iron cage (Arnold, Barling and Kelloway, 2001, pp. 316-18). Also, Bass claimed that this leadership style has more chances to appear in "less constrictive" working environments (Lowe, Kroeck and Sivasubramaniam, 1996, p. 396). So this tells us that a leader cannot rely on strictness to discipline followers. Probably this tactic will lead to opposites results, and even if it works, its outcomes would not be sustainable. A leadership figure ought to inspire respect, treat others with integrity and establish a common ground in thinking and acting in a team.

Another definition of a real team is "a collection of individuals who are interdependent in their task, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems (Cohen Bailey, 1997, p. 241)" (Bouwmans et al., 2017, p. 72). "Interdependence" or "teamness" considers a primary aspect of working teams. Burke's et al. (2006) article studied the correlation between perceived team effectiveness and transformational leadership using as moderator "interdependence". The study revealed that transformational leadership affects a certain amount of perceived team effectiveness in teams with high levels of interdependence. To begin with, it is specified what are the appropriate conditions in teams are "teams must be real, have compelling direction, an enabling structure (core conditions), a supportive organizational context, and expert coaching (enabling conditions) (2002)." These conditions are prerequisites of team effectiveness. Burke et al. (2006) proposed the following schema: a well-organized system of information sharing and problem-solving within a team facilitates proper management of personnel and material resources by a leader that concludes with perceived team effectiveness. A leader of a person-focused "compelling direction" contributes to enabling structure and expert coaching. "Person-focused leadership" refers to the relationship between leader and follower that emphasizes the follower's needs and improvement. An example of this kind of leadership is transformational leadership because of the four behavioral traits of a leader ("I's"), followers feel motivated and supported, transcend their self-interest and prioritize the team's benefit (Burke et al., 2006, pp. 289-93). So it is proved that charismatic leadership's behavioral traits enable leaders to manage staff and resources efficiently. This results in the enhancement of perceived team effectiveness and overall team performance.

An organization and, to be more precise, a leader are responsible for the effectiveness and success of a team. Team effectiveness emerges from various factors, such as team members' creativity, innovation, satisfaction, commitment and well-being (Deng et al., 2022, pp. 6-10). This is the focal point where transformational leadership takes over. This type of leadership, as several studies prove, facilitates all these via the four behavioral traits that a leader acquires, "idealized influence", "intellectual

stimulation", "inspirational motivation" and "individual consideration" (Deng et al., 2022, pp. 6-10).

An effective team working environment should be able to facilitate creativity. A core reason for organizations to structure their employees in team formation is due to the fact that a team stands as an "important vehicle for the development of creative ideas" (Wang, Kim and Lee, 2016, p. 3231). Transformational leadership mediates the relationship between cognitive diversity and team intrinsic motivation that results to team creativity. "Cognitive diversity" is described as a motivational stimulus for a team because differentiation in opinions and ideas triggers team members' creativity. Concerning the theory of team creativity, "the intrinsic motivation is one of the most important mechanisms through which external factors result in individual or team creativity (Shalley, Zhou & Oldham, 2004; Shin & Zhou, 2003)" (Wang, Kim and Lee, 2016, p. 3233). As has already been mentioned transformational leaders motivate followers ("inspirational motivation"), energize the critical and creative thinking of team members ("intellectual stimulation"), and respect and promote diversity by protecting each member's individuality ("individualized consideration"). Deductively, the study of Wang, Kim and Lee (2016) proved that high levels of transformational leadership enact a positive and significant relationship between "cognitive diversity" and "intrinsic motivation" and, respectively, "intrinsic motivation" intermediates "cognitive diversity's" indirect effect on team creativity.

Finally, many researchers assumed that transformational leadership is facilitated in private organizations and practiced by high rank managers. The research of Lowe, Kroeck and Sivasubramaniam (1996) tested the correlation between transformational leadership and effectiveness regarding the rank of the leader. It found that "lower level leaders" were practicing equally transformational leadership as "higher level leaders" than was expected. Also, the researchers anticipated that this specific leadership style is more integrated into private organizations than in public (Lowe, Kroeck and Sivasubramaniam, 1996, pp. 405-7). The study's results showed the opposite. In addition, it was proved that in public organizations, connections between effectiveness and leadership style were more strongly positive (Lowe, Kroeck and Sivasubramaniam, 1996, pp. 407-9).

4. Limitations

Taking into consideration all the elements that prove the impact of transformational leadership on team working effectiveness, it is evident that there is an existing causal relationship between them. But the findings and results from studies witness a lack of data leading to limitations. Conducting this study, it is clear that scholars and organizations are interested in transformational leadership and team working's benefits. It is a fact that surveys are providing evidence that this combination is the answer to an organization's success. Still, the information is limited because most research is based on short-term studies and small specimens.

Moreover, are examined the same elements as mediators of this relationship. There is a specific list of mediators that studies support their work without deviating. So it is

noticed that studies focus on the elements that enable and secure this relation. To achieve team working effectiveness and all the benefits it offers, transformational leadership is not the only solution. There are other contributors which play an important role and demand further investigation.

Finally, the present paper is bibliographical. It does not include statistical or empirical analysis except for the references' findings. The conclusions are drawn from academic articles, books and surveys from other scholars. The outcomes of this research are constrained in theoretical frames and do not contribute brand-new information on the subject.

5. Conclusion

Many scholars have explored the academic field of leadership. In the last few decades, transformational leadership has gained its audience and a lot of attention. Of course, all this attention is justifiable due to the variety of benefits it offers in the performance and effectiveness of employees and organizations. Nowadays, organizations tend to merge employees into team structures because, practically and theoretically, proven that team efficiency outperforms individual efficiency. Inspired by these modern trends, this paper investigated the impact of transformational leadership on team working effectiveness. After collecting data and information from various academic sources, it proved that transformational leaders affect team effectiveness through many mediators, such as team efficacy, team potency, shared mental models, etc.

Furthermore, transformational leadership is recommended for teams due to its philosophy that is crucial for followers and leaders, and organizations to share a common vision, mission, and values. The fundamental elements of transformational leadership, the four "I"s, are ideal behavioral facets for a leader responsible for a team. Transformational leaders pay attention to all these mediators that facilitate team working effectiveness because leaders prioritize individual needs, team needs, individual progress, and team success. It is the kind of leadership that treats followers with respect, justice, and empathy and aims to followers' transformation into better men and successful figures. Conclusively, this paper concluded that transformational leaders influence positively and substantially team working effectiveness.

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