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A Study on Impact of Transformation Leadership Style of a Manager on Team Cohesiveness

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ABSTRACT: In This study Effective leadership is crucial for fostering a productive and harmonious work environment. While various leadership styles exist, transformational leadership, characterized by its focus on inspiring, motivating, and empowering employees, is often posited as a key driver of positive outcomes. One such critical outcome is team cohesiveness, which refers to the bonds and connections that unite team members, leading to a sense of belonging and mutual commitment. This study investigates the direct impact of a manager's transformational leadership style on the cohesiveness of their team. This research aims to assess the extent to which a manager's adoption of a transformational leadership style influences various dimensions of team cohesiveness, including task commitment, social cohesion, and group pride. A quantitative research design will be employed, utilizing a survey to collect data from a sample of employees across different organizations. The survey will include scales to measure a manager's perceived transformational leadership behaviors (e.g., inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration) and validated scales to measure team cohesiveness. Statistical analyses, such as multiple regression analysis, will be used to determine the relationship between the leadership style and team cohesiveness.

KEYWORDS: Transformational Leadership, Team Cohesiveness, Organizational Behavior, Leadership Style, Group Dynamics, Employee Morale, Team Performance.

I. INTRODUCTION

The success of any organization is heavily dependent on the effectiveness of its teams. A high-performing team is not just a collection of individuals but a cohesive unit that works synergistically to achieve common objectives. At the heart of team performance lies team cohesiveness, a concept that describes the "glue" that holds a group together. This cohesiveness is directly influenced by the quality of leadership. Transformational leadership, a theory developed by James MacGregor Burns and later expanded by Bernard Bass, moves beyond simple transactions to inspire and motivate followers to exceed their own self-interest for the good of the group. Given the importance of both leadership and team dynamics, understanding the specific impact of transformational leadership on team cohesiveness is vital for organizational development and management practice. While the positive effects of transformational leadership on outcomes.

The precise relationship between this leadership style and team cohesiveness is an area that warrants deeper empirical investigation. Organizations lack a clear, quantifiable understanding of how specific transformational leadership behaviors directly contribute to a stronger, more unified team. This study aims to fill this gap by providing empirical evidence of this relationship.

II. REVIEW OF LITERATURE

1.Usman Kaleem Paracha, Muhammad Irshad (2022) in their study "A Moderated Mediation Model of Team Focus Transformational Leadership, Team Cohesiveness and Leader-Member Exchange for Project Success" The present study investigates the indirect impact of leader-member exchange between team-focus transformational leadership – project success relationship. Furthermore, this study also examines the moderation of team cohesiveness between team-

focus transformational leadership – leader-member exchange relationship and between leader-member exchange – project success relationship.

2.Gaura Ishaku Shedow, Anyanwu George(2021) In their study is aimed at investigating “Perception of Transformational Leadership, Team Cohesion, and Team Performance: A Case Study of Guarantee Trust Bank.” Businesses around the world are constantly in search of the right leader who would take the organization to the next level of greatness and profitability. Leaders, in both private and public sectors, are expected to have a clear vision and most importantly able to manage and communicate effectively to all employees and citizenry. By acting as role models, they inspire employees to put the goal of the whole organization above self-interest.

3.Muhammad Rifqi Satya Wicaksono, Rizki Hegia Sampurna(2023) In their study is to examine the impact of leadership style on employee performance in the Cicantayan sub-district office located in Sukabumi Regency. The research will utilize quantitative methods with a descriptive approach. The target population consists of all employees working at the Cicantayan District Office, amounting to 22 individuals who will be included as the sample for this study. Data collection will involve the use of questionnaires and a review of relevant literature. The findings indicate a positive and significant relationship between leadership style and employee performance, confirming the initial hypothesis that increasing leadership style positively influences employee performance.

4.Ndandani, Zintle (2024) In their qualitative case study At Hillside, project leaders are expected to be knowledgeable about technical processes and skilled in their applications to achieve demanding deadlines, research design was therefore used, and structured interviews with current project leaders were conducted to learn more about their leadership behaviours that are critical for team performance, team cohesiveness, The primary purpose of this study was to identify leadership behaviours that enable project leaders to foster team cohesion and engagement among project teams.

5.Browning, Jed (2025) This study examined the idealized influence tenet of transformational leadership, focusing on behaviors that enhance commitment, cohesiveness, satisfaction, and trust. A review of the literature on leadership, transformational leadership, educational leadership, and these variables underscored the suitability of transformational leadership for educational leaders due to the focus on follower engagement and development. The review indicated that transformational leadership positively correlated with performance, commitment, cohesiveness.

III. OBJECTIVES

- To investigate the perceived impact of a manager’s transformational leadership style on the social cohesion of their team.
- To examine the influence of transformational leadership on team members' commitment to a shared task or goal.
- To assess the relationship between a manager's transformational behaviors (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and different facets of team cohesiveness.
- To provide practical recommendations for managers seeking to enhance team cohesiveness through their leadership practices.

IV. HYPOTHESIS

Hypothesis 1:

H0: Transformational leadership style of a manager has no significant effect on team cohesiveness.

H1: Transformational leadership style of a manager has a significant positive effect on team cohesiveness.

Hypothesis 2

H0: There is no significant relationship between the manager’s inspirational motivation and the level of team cohesiveness.

H1: There is a significant positive relationship between the manager’s inspirational motivation and the level of team cohesiveness.

V. RESEARCH METHODOLOGY

Quantitative research was conducted to study the impact of a manager's transformational leadership style on team cohesiveness among professionals in Bangalore Urban. A sample of 30 respondents was selected using convenience sampling. Data was collected through a structured questionnaire. Statistical tools such as correlation, regression, chi-square tests, and t-tests were applied using SPSS software. This methodology was used to examine the relationship between transformational leadership and team cohesiveness.

Limitations

- Leadership style and team cohesiveness are often based on perceptions, which may vary among team members
- Cohesiveness includes both task and social dimensions, which are difficult to measure accurately.
- A small or non-diverse sample (e.g., from one industry or company) may not represent wider populations.

1.Data Analysis and Interpretation

Hypothesis 1: Transformational leadership style of a manager has no significant effect on team cohesiveness.

Table 1: Cross-tabulation of Leadership Style and Team Cohesiveness

	Low	Medium	High	Total
Low Cohesiveness	6	4	2	12
Medium Cohesiveness	5	10	8	23
High Cohesiveness	3	6	16	25
Total	14	20	26	60

Table 2: Chi-Square Tests for Association Between Leadership Style and Team Cohesiveness

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.242	4	0.024
Likelihood Ratio	11.912	4	0.018
Linear-by-Linear Association	5.102	1	0.024

Analysis: The Pearson Chi-Square score of 11.242 with 4 degrees of freedom, and a p-value of 0.024, indicates a statistically significant relationship between a manager's transformational leadership style and the level of team cohesiveness. The Likelihood Ratio of 11.912 with a p-value of 0.018 supports this finding, reinforcing the presence of a meaningful association. Additionally, the Linear-by-Linear Association yields a p-value of 0.024, suggesting a potential trend where increases.

Interpretation: The results suggest that the level of transformational leadership displayed by a manager significantly impacts how cohesive a team feels. Teams led by managers with high transformational leadership characteristics tend to exhibit greater cohesiveness, while those under low transformational leadership show weaker group unity. This implies that effective leadership not only influences individual performance but also plays a crucial role in strengthening team bonds and fostering a more united work environment.

Hypothesis:2 There is a significant positive relationship between the manager's inspirational motivation and the level of team cohesiveness.

Table1: Cross-tabulation of Team Cohesiveness and Manager's Inspirational Motivation

Team Cohesiveness	Low	Medium	High	Row Total
Low Cohesiveness	5	5	4	14
Medium Cohesiveness	4	9	10	23
High Cohesiveness	2	6	15	23
Column Total	11	20	29	60

Table 2: Chi-Square Test Results for the Association Between Inspirational Motivation and Team Cohesiveness

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.674	4	0.046
Likelihood Ratio	10.154	4	0.038
Linear-by-Linear Association	4.261	1	0.039

Analysis: The Pearson Chi-Square value of 9.674 with 4 degrees of freedom and a p-value of 0.046 indicates a statistically significant association between the manager's inspirational motivation and the level of team cohesiveness. The Likelihood Ratio of 10.154 and p-value of 0.038 further supports this relationship. Additionally, the Linear-by-Linear Association value of 4.261 with a p-value of 0.039 suggests a positive trend, indicating that as the level of inspirational motivation increases.

Interpretation: The results provide evidence that a manager's ability to inspire and motivate the team has a meaningful impact on how cohesive the team feels. Respondents who rated their manager higher on setting an inspiring vision were more likely to report higher levels of team bonding and unity. This supports the alternative hypothesis that inspirational motivation contributes positively to building a cohesive team environment. Organizations aiming to enhance collaboration and team spirit should therefore prioritize leadership behaviors that promote inspiration and a shared vision.

VI. FINDINGS

- There is a statistically significant relationship between leadership style and team cohesiveness with a chi-square value of 11.242 and a p-value of 0.024.
- Teams with managers demonstrating high transformational leadership exhibit the strongest cohesiveness.
- Inspirational motivation by managers significantly enhances team unity with a chi-square value of 9.674 and a p-value of 0.046.
- Positive trends show that higher leadership quality consistently leads to greater team cohesiveness.
- Medium levels of leadership or motivation result in mixed team cohesiveness, indicating inconsistent leadership may weaken team bonds.

VII. SUGGESTIONS

- Provide leadership training programs that focus on developing transformational and inspirational skills.
- Encourage managers to clearly communicate a motivating vision that aligns the team's goals.
- Foster an environment where open communication and trust are prioritized within teams.
- Implement regular feedback mechanisms to evaluate and improve leadership effectiveness.
- Adapt leadership styles to meet the unique needs and dynamics of each team for better cohesiveness.

VIII. CONCLUSION

The study clearly demonstrates that a manager's leadership style, particularly transformational leadership and inspirational motivation, plays a crucial role in enhancing team cohesiveness. Strong leadership that sets a clear vision and fosters trust significantly improves how united and collaborative a team feels. Conversely, inconsistent or moderate

leadership tends to result in weaker team bonds. These findings highlight the importance for organizations to invest in leadership development and encourage behaviors that inspire and motivate teams, ultimately fostering a more cohesive and productive work environment. By prioritizing effective leadership practices, organizations can not only improve team dynamics but also drive better overall performance and employee satisfaction. Therefore, cultivating inspirational leaders should be a strategic focus for long-term success.

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