A conceptual framework of transformational leadership as an influential tool in the team performance
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A conceptual framework of transformational leadership as an influential tool in the team performance

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Purpose – to identify the relationship between the transformational leadership approach and team performance, to analyze the existing literature that expresses the role of transformational leadership on team performance and to create a guideline for the leaders to increase their performance.

Design/Method/Approach. To achieve the purpose o.f the study 86 articles and books were analyzed in terms of transformational leadership, team performance, and the relationship between these two concepts.

Findings. Leadership is one of the essential words in today's organizational direction. Despite that, transformational leadership has excellent attention on leadership theory. A few numbers of researches are done on analyzing the relationship between transformational leadership and team performance. The findings show that transformational leadership remains the most crucial leadership style in improving team performance.

Originality / Value. The originality of the study is that no one researcher before has analyzed the relationship between transformational leadership and team performance, like this study, which includes analyzing the existing literature over 50 years of research made on this topic by numerous researchers.

Theoretical implications. This study's theoretical significance increases opinion and change of judgment for performance appraisal on the working life quality.

Practical implications. The practical benefit of this study is that it provides a guideline for managers use the leadership style correctly to increase the performance of a team, and as a result their organization.

Research limitattions / Future research. The projections for further research are to analyze the relationship between the transformational leadership approach and team performance, add other dimensions, and measure their common effects on such relationship.

Paper type – theoretical.

Keywords: team performance; leadership style; team cohesion; effectiveness.

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Концептуальна основа трансформаційного лідерства як впливового інструменту в роботі команди

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Мета роботи – виявити взаємозв'язок між трансформаційним лідерським підходом та результатами роботи команди, проаналізувати існуючу літературу, що виражає роль трансформаційного лідерства в роботі команди, та створити керівництво для лідерів щодо підвищення їх ефективності.

Дизайн/Метод/План дослідження. Для досягнення мети дослідження проаналізовано 86 статей та книг з точки зору трансформаційного лідерства, результативності команди та взаємозв'язку між цими двома концепціями.

Результати дослідження. Лідерство – одне з важливих слів у сьогоднішньому організаційному напрямку. Незважаючи на це, трансформаційне лідерство приділяє велику увагу теорії лідерства. Проведено декілька досліджень з аналізу взаємозв'язку між трансформаційним лідерством та ефективністю команди. Отримані дані показують, що трансформаційне лідерство залишається найважливішим стилем лідерства для підвищення ефективності роботи команди.

Теоретичне значення дослідження. Теоретичне значення цього дослідження розширює думки та змінює суджень для оцінки роботи щодо якості трудового життя.

Практичне значення дослідження. Практична перевага цього дослідження полягає в тому, що воно надає рекомендації для менеджерів щодо правильного використання стилю керівництва для підвищення ефективності роботи команди, і як результат - їх організації.

Оригінальність/Цінність/Наукова новизна дослідження. Оригінальність дослідження полягає в тому, що вперше проаналізовано взаємозв'язок між трансформаційним лідерством та результатами роботи команди на основі дослідження існуючої літератури за 50 років досліджень, проведених на цю тему численними дослідниками.

Обмеження досліджень/Перспективи подальших досліджень. Прогнозами подальших досліджень є аналіз взаємозв'язку між трансформаційним лідерським підходом та результатами роботи команди, додавання інших вимірів та вимірювання їх загального впливу на такі відносини.

Тип статті – теоретичний.

Ключові слова: командна продуктивність; стиль керівництва; згуртованість команди; ефективність.

1. Introduction

Nowadays, leadership has a vital role in the organization's leading process. The theory of transformational leadership provides a way to enhance our understanding of team performance (*Dionne et al., 2004*). According to *Salas et al. (1992)*, considering the extensive formation of teams in all types of organizations now is the time to integrate transformational leadership theory with team performance theory. The word "leadership" is very popular these days. There are various books on leadership, and what makes a good leader. Moreover, all need to be leaders, and some people are born leaders, and some can develop as leaders.

Let present a brief history of the process of world "management/leadership." We have seen the word "management" has changed over the years. This process described *Adizes (2004 a)* as in order to understand the role of leadership in organizations and the importance of a complementary team, which makes the team more productive. He described the process as: "The word that was originally used to describe the process was "administration." Therefore some business schools are called Graduate Schools of Business Administration, and some that are involved in managing and have the diploma to prove that they have been professionally trained, and are Masters of Business Administration, and the first such journal was the Administrative Science Quarterly. Nevertheless, as administrators failed to show desired results, the word "administrator" is now mostly used in the "bureaucratic" meaning.

It brought a new word: "management." And educational institutions became Graduate Schools of Management instead of Administration. However, failing to achieve the desired outcomes, the word "management" got denoted causing the advent of a new word: "executive"; hence, the terms "executive training," "executive action," and, "Chief Executive Officer." After that, the word "leadership" emerged (*2004*).

Although there are numerous publications about how leadership is different from the administration, and from executive action, which is itself different from management (*e.g., Kotter, 1990*), suggest that this new fad will not work either. There will not be a surprise if in the future there emerged a new word to define the process, while the word "leadership" gets another meaning for some piece of the managerial process or hierarchy, like in the case with "administration" and "management" words. Yet, the paradigm remained the same, as the entire managerial process is continually personified in a sole individual (administrator, manager, executive, and leader). That is a manifestation of the American culture of individualism (*Ross & Kami, 1973*)."

There is still individualizing and personifying the process of management. Changing the name when amplifying the concept sometimes changes the phenomenon. Whether it is an administrator, a manager, an executive, or a leader – the paradigm is still the same, and that is why it does not work. The expectations that a single individual can manage anything. That, we need a complementary team. Furthermore, leaders make the team to be complementary and to achieve desired results.

Adizes (2004 b) stressed that leadership is like a thumb. As the thumb is the only finger that opposes the other elements of the hand and, by integrating them, helps them work together like a hand. So, *Adizes (2004 b)* have used that analogy to describe the role of leadership as a key to create a complementary team. In this case, it raised a question (*first question*): which kind of leadership is more critical to creating a complementary team to increase the team performance? *Tracy (2014)* said we need two types of leaders: the first type is transactional, and the other is transformational.

One has to choose either type to make a more detailed analysis, so it was followed by raising another question (*second question*): which is the more important of them two?

According to *Robbins and Judge (2016)*, transformational leadership yields many desirable organizational outcomes. While *Tyssen et al. (2014)* compared transformational leadership with transactional leadership; research indicates that transformational leadership more strongly correlates with lower turnover rates, higher productivity, lower employee stress and burnout, and higher employee satisfaction, than transactional leadership. Other authors *Robbins and Judge (2016)*, which compared these two types, stressed that transformational leadership builds on transactional leadership and produces follower effort and performance beyond what transactional leadership alone. However, the reverse is not valid. If there is an excellent transactional leader without transformational qualities, he will likely remain just a mediocre leader.

While *Tracy (2010)*, differentiation based on vision. He said that the quality of vision changes a "transactional manager" into a "transformational leader." A transformational leader is a leader who finds new alternatives. That is a visionary leader who motivates, encourages, inspires, and gives others the authority to show themselves on a level much higher than they have been before (*Tracy, 2014*). According to *Lowe &Kroeck (1996) and Judge and Bono (2000)*, transformational leadership has drawn much attention to leadership research in the last two decades. Also, *Liang et al. (2011)*, on an empirical study, found that transformational leaders affect followers to display more task performance than transactional leaders do.

These statements had a massive impact on the decision to analyze the role of transformational leadership. On the other side, besides transformational leadership, this article is focused, and on the team[1] performance. The importance of teams is increasing day by day, and a lot of researches witnesses this (e.g., *Salas et al., 1992; Montoya-Weiss et al., 2001, Islami et al., 2018; Farahnak et al., 2019; Lorinkova& Perry, 2019; Islami&Islami, 2019; Butar et al., 2019*), who stressed that teams could adequately provide a directed and collaborative effort to address complex task concerns, organizations around the world have significantly increased their dependency on teams.

Stout et al. (1997) indicated that even though the trust in teams has increased much since the early 1980s, researchers could not meet compliance with the growing need to understand how teams can gain more effective performance. The new question arises (*third question*): how can these two concepts (transformational leadership and team performance) be linked together? According to *Krishna (2011)*, a small number of researchers have studied the impact of leader behavior on team performance, even though team performance is critical because changes are taking place in the work environment. He added that organizations are shifting toward team-based work culture, and leadership at the team level has become pivotal for the successful performance of teams.

Fellow question (*fourth question*): Who are the primary authors that have studied transformational leadership and team performance simultaneously, and the influence on each other? The primary researchers who have analyzed the transformational leadership and team performance derived from the most significant number of other authors are (*Burns, 1978; Bass, 1985, 1990; Atwater &Bass, 1994; Yammarino, 1996; Bass et al., 2003*). The evidence suggests that transformational leadership and team performance may be fruitful areas for further exploration (*Dionne et al., 2004*). There was some effort to link team performance with transformational leadership (*Bass, 1990; Yammarino, 1996*); however, without explicit relationships to teamwork processes

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[1]The team. This paper follows Guzzo & Dickson's (1996) example and use the terms "team" and "group" interchangeably, even though it is a common knowledge that these two terms may be distinguishable. Also, in this paper, we use interchangeability terms "members of the team" and "followers," however, they are different in meaning.

and skill sets. By analyzing the mentioned authors above is seen only in the positive relationships between elements of transformational leadership and team performance.

So, there appeared *fifth question*: If there is any research article that has criticized the role of transformational leadership on team performance? *Van Knippenberg and Sitkin (2013)* criticized transformational leadership; he has gone even further in predicting the decline of transformational leadership, followed by the advent of some new theories value-based, which some believe that those new theories could replace transformational leadership (*for more see Dinh et al., 2014; Van Knippenberg, 2015*). Nevertheless, neither of the new theories could explain the significant amount of variance in leadership outcomes above and beyond transformational leadership, and according to (*Hoch et al., 2016*), transformational leadership predicted better the team performance than new theories.

This findings' divergence led to the final question, which shows the most critical question in this study, which may become an objective of this paper (*sixth question*): Could organizations using the transformational leadership improve the team performance? A longstanding approach to this question got focused on the effects of leaders on team performance. That is because, according to *Mehra et al. (2006)*, team leaders play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action.

2. Literature review

2.1. Transformational leadership

Ⓣhe transformational leadership concept was formulated by *Burns (1978)*, who described the transformation of leadership as a process where "leaders and followers gain higher levels of morality and motivation." Later, leadership author *Bass (1985)*, whose theory of transformational leadership was based upon Burns' earlier ideas, with several modifications or elaborations. According to him, transformational leadership is defined in terms of the leader's effect on followers: they feel trust, admiration, loyalty, respect toward the leader, and they are motivated to do more than they initially expected to do (see also *Mullins, 2010; Doucet et al., 2015; Robbins & Judge, 2016*).

The research in this field of leadership was continued with empirical studies, by authors (*Bass & Avolio, 1994; Lowe et al., 1996*), who reported that transformational leadership significantly increase transactional leadership, resulting in higher levels of individual, group, and organizational performance. Transformational leadership may be directive or participative. According to *Bass (1999)*, transformational leadership is recognized universally as a concept that requires higher moral development. The construct notion of a transformational leadership style was part of work for many scholars (*House, 1977; Bass 1985; Trice & Beyer, 1986; Tichy & Devanna, 1986; Conger & Kanungo, 1988; Yukl, 1989; Podsakoff et al., 1990; Atwater & Bass 1994*).

Additionally, *Krishna (2011)* that analyzed the *Bass (1985)* findings, found that Bass considers that transformational leaders transform and motivates followers by making them more aware of the importance of task outcomes, stimulating them to transcend their self-interest for the interest of the organization or team, and activating their higher-order needs.

Also, *Mullins (2010)* has studied the impact of transformational leadership on followers; he stressed that transformational leadership is a process of bringing a high level of motivation and commitment among followers. Transformational leaders use idealized influence, inspiration and motivation, intellectual stimulation, and individualized consideration to achieve superior results by the team (*Avolio et al., 1999*). Besides, *Rowold (2005)* tried to find what possible positive impact of the transformational leadership might have on followers' satisfaction, extra effort, and leaders' effectiveness.

In this case, *Mullins(2010)* stressed that many researchers saw transformational leadership as the same thing as charismatic, visionary, or inspirational leadership. It is worth mentioning that entirely the same opinion does not exist (*Robbins & Judge, 2016*), who tried to distinguish between transformational leadership and charismatic leadership, and he found that, even though these two concepts have some commonalities, there are differences too. He stated that charismatic leadership allocates more emphasis on the way that leaders communicate (whether they are passionate and dynamic), while transformational leadership focuses more on the subject of their communication (on a compelling vision). And there are more common than differences in the theories. They are motivated to both focus on the leader's ability to inspire followers, and sometimes they do so in the same way. That enables some researchers believe the concepts are somewhat interchangeable. After analyzing available literature, we can say that transformational leadership nowadays is a key for developing groups and organizations as a whole.

2.2. Team performance

Ⓜullins (2010) suggested that management of a multicultural workforce has become an increasingly prevalent activity and so models of culture should enable managers to work with diverse groups of people and where appropriate create effective teams. While Zaccaro and Klimoski (2002) said that to be a team with reliable performance, the team should drive from some fundamental characteristics: team members need to integrate their actions. Teams successfully require to perform in complex and dynamic environments. Team leadership represents a third characteristic of capable team performance. With the effective application and proper training (*Tannenbaum et al., 1992*), teams could lead to increased production, morale, creativity, and innovation (*Dess & Miller, 1993*).

Jung and Sosik (2002) noted that understanding the complex interaction among transformational leadership, empowerment, and group cohesiveness affects group members' collective efficiency and group effectiveness. As more organizations use team-based work systems, we believe that it is essential for researchers to evaluate the role of leadership in group processes that make teams more productive. Team process-based performance may include levels of collective effort expended or the quality of interpersonal relationships (*Klimoski & Mohammed, 1994*). Also, *Glickman et al. (1987)* refer to as a "teamwork" focus on performance as opposed to a "task work" focus. They represent team performance as a teamwork process that enables theoretical links of interpersonally based processes that frequently present in all teams, such as communication, conflict management, and cohesion (*Dionne et al., 2004; Mulolli et al., 2015*).

2.3. Is team performance dependent on the transformational leaders' behavior?

Ⓑased on *Miles (2012)* described role model theory, and as a role model, it refers to a person who serves as a behavioral example that others follow. Based on the state "behind a good military stands a good commander," by this, teams tend to be like a mirror image of their leaders. Depending on the style of leadership adopted will influence the relationship between the group and the organization and are significant issues of group cohesiveness. Generally, cohesiveness will be affected by such things as how the manager gives guidance and encouragement to the group, offers help and support, provides opportunities for participation, attempts to resolve conflicts, and gives attention to both employee relations and task problems (*Mullins, 2010*).

McKenna and Maister (2002) draw attention to the importance of the group leader, establishing a level of trust among the group by helping them understand the behaviors that build trust. "The group leader's job is to motivate people to win the trust of others within a group, followed by showing them how it can translate into greater commitment, greater creativity, greater professional

satisfaction, and better performance." Whereas, *Dionne et al. (2004)* state that team cohesion is positively linked with team performance. Why the cohesive teams have a better performance than not cohesive? Authors found the answer to this question (*Swezey& Salas, 1992*) - cohesive teams tend to reduce the level of absenteeism, high involvement in team activities and high involvement in team activities and high levels of member coordination when solving problems, (*Shaw, 1971*); in the cohesive team the members more motivated to remain on the team compared with a not cohesive team.

Mullen and Copper (1994) have done meta-analysis research, from which they found a significant relationship between the cohesion and performance teams. Teamwork processes include cohesion and conflict management, improving team performance, and functioning (*Evans & Dion, 1991*). Who can increase more team cohesion and, as a result, team performance? Different authors found the answer; *Farrell (2009)* makes the point that leaders are ultimately responsible for creating a balance in the workplace and should take the lead in setting standards of behavior in teams. *Kahai et al. (2000) and Balthazard et al. (2002)* have analyzed the specific dimensions of transformational leadership; including (idealized influence/inspirational motivation, individualized consideration, and intellectual stimulation) may produce key intermediate outcomes that could positively impact team interpersonal processes. Moreover, it may improve team performance, on that premise rests the general transformational leadership-team performance proposition.

Numerous authors have studied the links between transformational leadership and team performance. *Bass and Avolio (1994)* showed the role of transformational leadership in improving team decision-making skills. While *Kahai et al. (2000)* found that if transformational leadership is instrumental in overcoming social loafing among group members, they are likely to increase group performance. In terms of improving multi-functional team innovation processes, transformational leadership was analyzed (*Waldman, 1994*).

In addition to research for the relationship between transformational leadership and team performance, there was created *Table 1* with the analyzed different elements of transformational leadership and the team performance. This table illustrates more clearly the methodological approaches that are used by previous authors to find this relationship.

There was created a conceptual model of this paper (see *Fig. 1*) to show the process of how transformational leadership impacts on team performance. The primary attention should be on the middle four squares, which present the black box of this process.

3. Methodological approach

T his section presents the philosophical assumptions and the used method of collecting data.

3.1. Philosophical assumptions

A ccording to *Creswell et al. (2007)*, philosophical assumptions guide researchers in setting up the appropriate methodologies for their research. In order to support the methodology used in this study is to explain the ontological and epistemological concept used in this study. *Lapersonne (2018)* said that a long debate had been established in science on the nature of what is reality. On the one hand, there is a realism perspective that has a detailed view of the world and, independently, if the observation has a direct or indirect correspondence to the phenomena being observed, it defends that the process of observation does not have any influence on the phenomena being studied. On the other hand, we have the relativism perspective

that perceives the world as mutable and understands that observation influences the object of study.

This traditional debate has been transferred into the domain of social science in two central ontological positions: representationalism and relativism. This study adopted the critical realism point of view, an intermediate ontological position between the two extreme perspectives of representationalism and relativism. Critical realism differs from the naive view of representationalism that believes that this reality could be directly accessed and controlled. Critical realism defends that the knowledge of this reality is socially constructed and consequently does not directly represent the reality but a representation of it among several *Lapersonne, (2018)*. In this study, it is believed that an ontological approach based on critical realism will be necessary to understand the nature of the transformational leadership and team performance concepts that have been oversimplified by empirical studies.

3.2. Data Collection

W hen it comes to realizing this study, secondary data was used to conduct an extensive search for both published and unpublished transformational leadership and team performance. The article used secondary data analysis like as scientific publications and articles from specialized databases, such as Web of Science, Scopus, Emerald, Springer, and ProQuest, EBSCO, WorldCat, EBSCO, and Google Scholar. The way of finding articles is using the internet and searching for articles that have trait transformational leadership and team performance concepts, as well as the relationship between these two concepts. For the study of the relevant articles, books, conferences, and periodicals, we also applied the snowball technique when checking the reference lists. The keywords used in literature searching were: ("transformational" or "leadership") and ("team" or "performance" or "cohesion" or "effective").

4. Results

4.1. Descriptive analysis

T his section presents the articles and books published before, and that become inputs for this research article in different aspects. Fig. 2 represents outcomes, methodology from several articles, books, and other sources (in terms of time distribution).

Fig. 2 shows that the research literature covers about 50 years of study. Moreover, the interest of this field is growing.

Whereas *Fig. 3* depicts the literature by field of study. The literature in question is here to divide the result categorizes into five specific groups. The first group "leadership and other articles" covers 19 documents, mainly articles and books which contain leadership, while other documents are the literature that was source for some exciting thing for the methodological part. The other important information presented in *Fig. 3* with the fourth group covers all articles and books analyzed in some relationship between transformational leadership and team performance.

Fig.4 represents only articles with transformational leadership and team performance by year.

Fig. 4 shows the importance of this relationship by years, for the last 40 years, the authors have tried to link those two concepts because before that time, those two concepts had been studied separately. Transformational leadership is currently the most widely researched leadership concept (*Braun et al., 2013*).

Table 1

Previous researches for transformational leadership on team performance[*]

Authors	Study	Methodological approach	Outcome
Sosik et al. (1998).	Analyzed the relationship between transformational leadership and dimensions of creativity.	Qualitative analysis	Team working under higher transformational leadership levels generate more idea elaborations and original solutions than groups working under lower levels of transformational leadership.
Jung and Sosik (2002).	Transformational leadership in workgroups: the role of empowerment, cohesiveness, and collective-efficacy on perceived group performance.	Quantitative method; A survey instrument; Econometric analysis.	Transformational leadership related to empowerment, group cohesiveness, and group effectiveness.
Dionne et al. (2004).	Links between transformational leadership and team performance.	Analysis of available literature.	The transformational leadership theory integration within team performance and development is somewhat complicated; we can be encouraged in this effort by an enormous payoff – there are many examples of how transformational leadership has promoted performance beyond expectations.
Lim and Ployhart (2004).	Transformational leadership: relations to the model of five factors and team performance in typical and maximum contexts	Econometric analysis	They found that transformational leadership appears to be more critical for team performance under a maximum performance context than a typical performance context. There was suggested that future research should address the limitations present in this study to help building theories linking transformational leadership to collective performance in typical and maximum contexts.
Eisenbeiss et al. (2008)	Transformational leadership and team innovation: Integrating team climate principles.	Data were obtained by Questionnaire and Interview; Econometric analysis	Organizations can influence supportive behavior for innovation by promoting a transformational leadership style among team leaders through selection and leadership development programs, because of transformational leadership was shown to predict support for innovation.
Krishna, (2011).	Effects of Transformational Leadership on Team Performance	Quantitative method; The instrument of collecting data Questioners; Econometric analysis.	It is found a positive relationship between transformational leadership and team performance. Also, that transformational leadership is associated with effectiveness, extra effort, and satisfaction. Is proposed the need for developing transformational leadership training programs in Informational Technology (IT), IT-enabled, and Knowledge Processing services via structured leadership interventions designed to bring about a positive change in employee confidence, attitudes, and performance.
Wang et al. (2011).	Transformational leadership and performance along with criteria and levels: an analytic 25 years' research review.	Search for published and unpublished transformational leadership; Meta-analysis.	Transformational leadership was related to individual-level follower performance across criterion types, with a stronger relationship for contextual performance than task performance across most study settings. Besides, transformational leadership was positively related to performance at the team and organization levels.
Eisenbeiss and Boerner (2013).	It is a dual definition: Transformational leadership and individual creativity.	Participation meant that some of the organization's R&D employees would have to answer a web-based survey; Econometric analysis.	Transformational leadership positively influenced workers' creativity, but suggested leaders need to guard against dependent leader relationships, which lower employee creativity.
Prochazka et al. (2017)	Transformational Leadership, Work Satisfaction, and Group Performance	Questionnaire; Econometric analysis	Group transformational leadership related to group performance partially through group work satisfaction. The mediation effect was substantial but significant only at a 10% level because of the limited number of teams (clusters).

[*]Source: compiled by Authors.

Idealized influence
- Trust and conviction;
- Attend the vision;
- Believe in the organizational culture;
- Instill pride to followers;
- Gain respect;
- Follow strong ethical and moral values.

Inspirational motivation
- Provide meaning for the work problem;
- Setting high standards;
- Communicate optimism about how to achieve the vision.

Transformational leadership

Intellectual stimulation
- Ensure that employees are aware of their problems;
- Ask for creative thinking of problem-solving;
- Make enables employees to understand, conceptualize, and comprehend their problems;
- Increase follower self-efficacy;
- Giving the group a "can do" spirit;
- Put challenge assumptions in front of followers;
- Promote intelligence;
- Present new approaches;
- Delegate responsibility.

Individualized consideration
- Considering their needs and listening to their concerns;
- Developing needs of followers;
- Treats each employee individually;
- Training with mentors or coaches;
- Rotation technique;
- Giving personal attention,
- Enabled followers attending the course or programs;
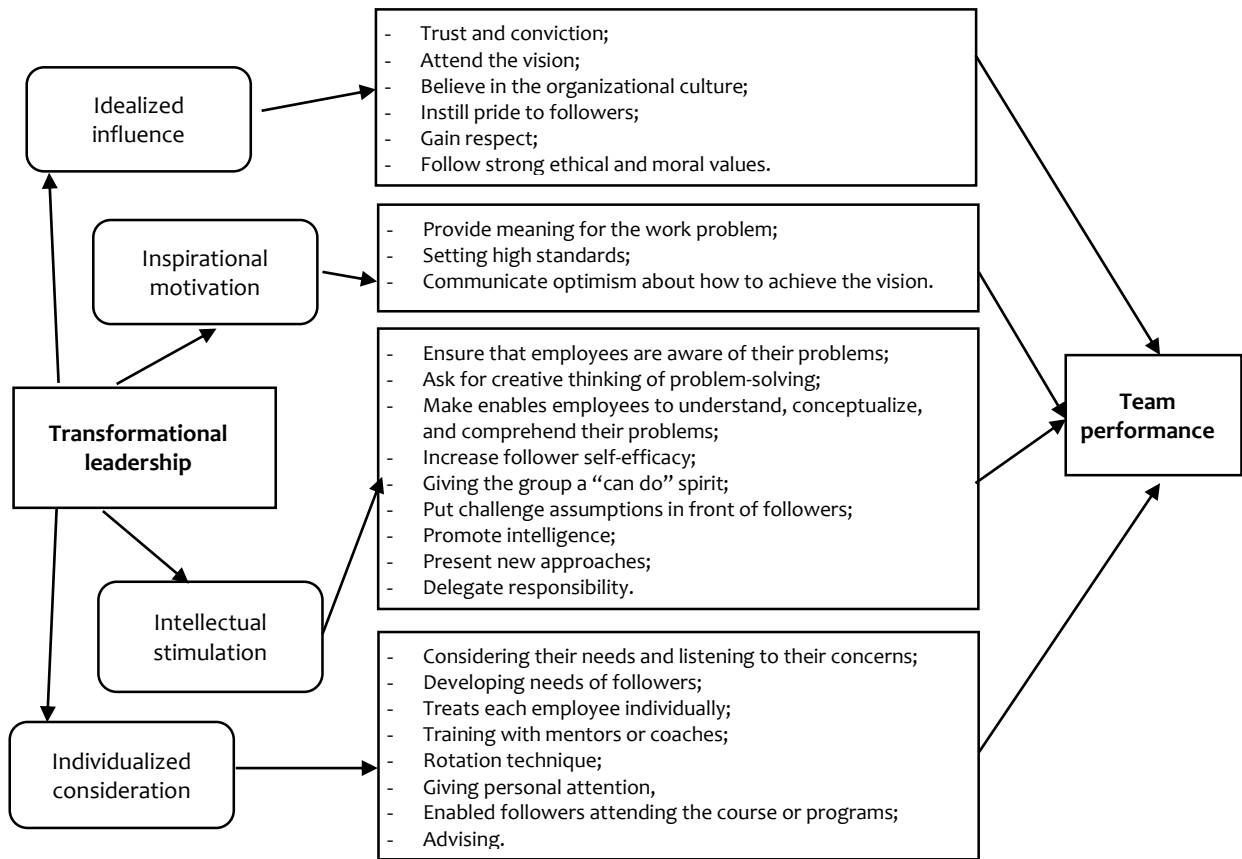- Advising.

Team performance

Fig.1. Conceptual model*

*Source: compiled by Authors.
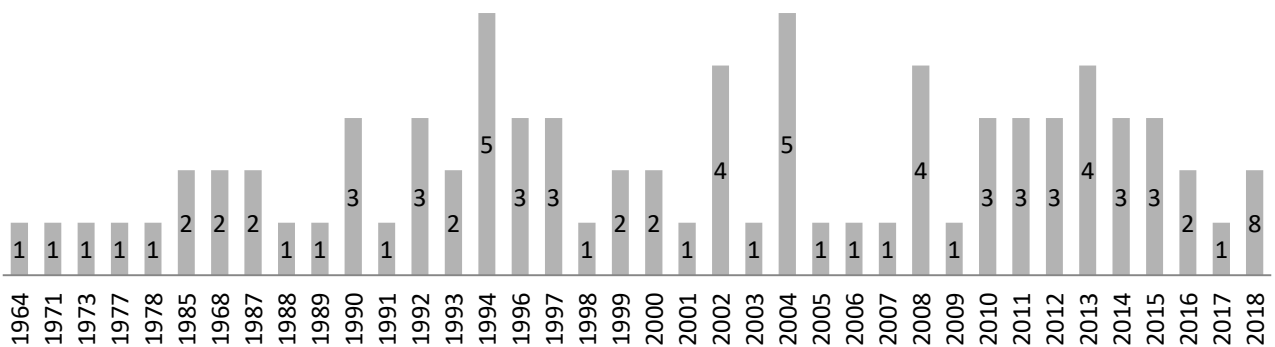
Fig. 2. Number of articles by published date*

*Source: compiled by Authors.

Leadership and other articles ▬▬▬▬▬▬▬▬ 21
Team Performance ▬▬▬ 10
Organizational Behaviour ▬▬▬▬ 13
Transformational Leadership on Team Performance ▬▬▬▬▬▬▬▬▬▬ 32
Transformational Leadership ▬▬▬ 10

Fig.3. Articles according to a specific field of study[*]

*Source: compiled by Authors.

	1978	1985	1990	1991	1993	1994	1997	1998	1999	2002	2003	2004	2006	2008	2010	2011	2013	2015	2016	2017
	1	1	1	1	1	4	1	1	1	1	1	2	1	8	1	4	2	1	1	1

Fig.4. Articles, the role of transformational leadership on team performance by publishing date

*Source: compiled by Authors.
**Note: authors (n=32).

5. Discussion

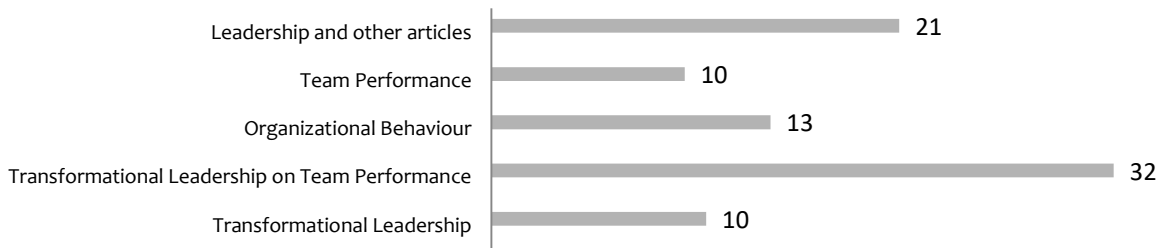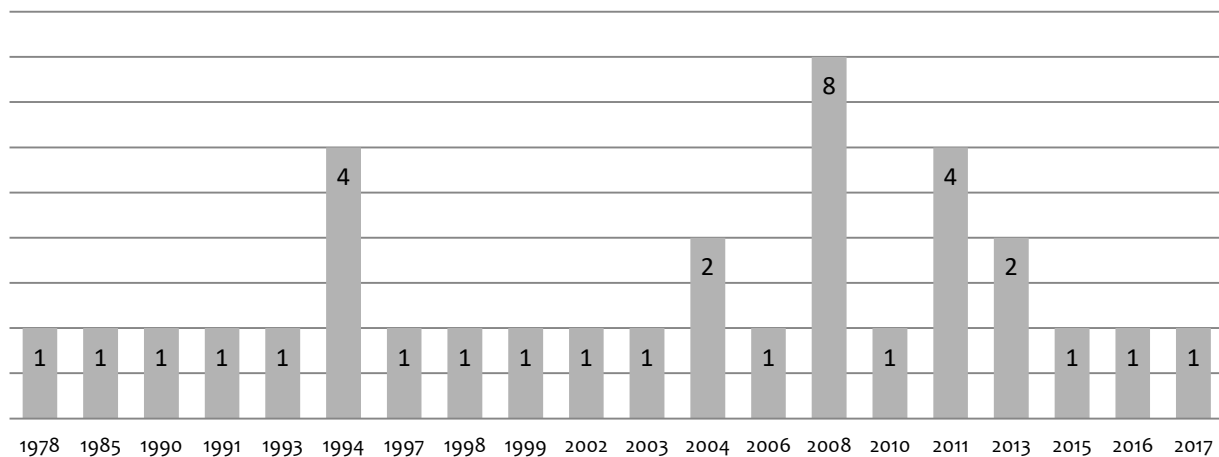This section presents the findings from the studied literature, with the main focus on the relationship between transformational leadership and team performance. As *Fig. 1* shows how the transformational leadership process influences team performance. The process started with transformational leadership, which is contained by four primary components, idealized influence; inspirational motivation; intellectual stimulation; and individualized consideration. These four components explain all the role of transformational leadership, as we know from previous research studies that teams have to be effective if any of these components are applied in an organization. Section (5.1) explains how leaders should use these factors in order to increase team performance.

Fig. 2, 3, and 4 depict the data for studied literature; all data sources for this study have explained how transformational leadership and team performance. Even though, if we look the references we will see some articles which have a strange title, and they give as in first look an idea that they do not speak for these two concepts, but inside of them can find a very rich data and information for transformational leadership, team performance, or for the linkage between them.

In this part, it is worth analyzing and discussing the model proposed by *Dionne et al. (2004),* one of the few authors who studied the transformational leadership on team performance with a model. His model emphasizes how transformational leadership can impact teamwork processes through a variety of intermediate outcomes, and as a result, how can impact team performance.

Dionne et al. (2004) have well described and supported all the seven propositions, in order to make more apparent the model, here shows the propositions: (P1) team cohesion positively predicts team performance; (P2) open and prompt team communication positively predicts team performance; (P3) positive team conflict management actions positively predicts team performance; (P4) creation of shared vision positively impacts team cohesion, and partially mediates the relationship of idealized influence/inspirational motivation leadership with team performance; (P5) commitment to the leader positively impacts team cohesion, and partially mediates the relationship of idealized influence/inspirationally motivating leadership with team performance; (P6) a leader's empowerment of team members positively impacts team communication and partially mediates the relationship of individually considerate leadership with team performance; (P7) a leader's creation of functional conflict positively impacts team conflict management, and partially mediates the relationship of intellectually stimulating leadership with team performance.

All of these propositions are applicable if we use a transformational leader like a person who leads the team and organization because only this kind of leader type can make them enforceable to all *Dionne et al.,* propositions. At the same time, *West (2012)* explains where transformational leadership is proper to use to increase team effectiveness and performance. He said a supportive (transformational) style that involves showing concern for followers is more appropriate when the task is obvious and predictable, but the team members have a low level of skill, ability, confidence, or motivation (*West, 2012*). According to him, transformational leadership also involves stimulating team

members by painting an attractive, compelling picture of what they can accomplish and the means to accomplish it. That requires thinking through what the team is trying to achieve, developing wise and practical plans for success, and then communicating, discussing, and selling these plans to the team. They get an increased awareness of the problems, their importance to the organization, and will be motivated to achieve the goals and perform their tasks well.

West, (2012) explains the way how leaders can improve team performance, leaders transform their team members by devoting a good part of their considerable energy to thinking through how to help members of the team develop their knowledge, skills, abilities, and careers, and discussing and planning this with them. By doing this, they focus on their development, increase their skills and confidence, and satisfy the need to grow, develop, and discover through engaging with our environments. In addition to this, below is presented how transformational leaders will increase team performance.

5.1. A guideline for using transformational leadership on the team

This part represents the steps that leaders should attend to make their teams more productive and, consequently, increase the team's performance. Leaders try to create a capable team with excellent performance for the organization, but to do this, they should motivate them to work together to achieve the desired goals. If members of the team are motivated, their performance will increase. People require abilities and motivation to increase team performance, Vroom (1964) found that if the abilities or motivation is zero, there will not be the effective performance, Performance = f (Ability x Motivation).

Bass (1985) has described a theory that four essential components contain transformational leadership: (1) idealized influence; (2) inspirational motivation; (3) intellectual stimulation; and (4) individualized consideration (for more explanations about these four components see, Howell & Avolio 1993; Bass 1997; Bass 1999; Judge & Piccolo 2004; Mullins, 2010; Miles, 2012; Prochazka & Vaculik, 2015; Robbins & Judge, 2016).

This compound of transformational leadership displayed some factors that a leader should have to increase team performance because and other behavioral parameters that increase team performance are included in those four components of transformational leadership. The below guideline is for leaders who try to move forward their team's performance and is based on a conceptual model created for this study.

First, leaders should behave and perform only those things that they want to see on their followers, because, if they share respect to followers, they will be admired and the followers tend to be identified with them. So, leaders should act as role models for their followers. To increase the team members' productivity and, consequently, the whole team performance, leaders need to distribute some attributes and behaviors suitable for them and applicable by team members who want to imitate those behaviors. In this case, leaders should:

– Display trust and conviction;
– Attend the vision;
– Believe in the organizational culture;
– Instill pride to followers;
– Gain respect, and
– Follow strong ethical and moral values.

Ling et al. (2008), which have analyzed the transformational leaderships' role, found that transformational leaders generally have greater decentralization of responsibility, managers with more propensities to take risks, and compensation plans geared toward long-term results.

Second, leaders should motivate; they need to find a way to motivate followers. There is no only one way to motivate the

people; some people are motivated by financial aspects, others by private carrier (moral or material things), so the leader should speak with each member of the team to find what motivated them. West (2012) used some examples to show what should do the transformational leader to increase followers' motivation (leaders should provide meaning for the work task, set high standards, and communicate optimism about the achievability of the vision). Also, Liu et al. (2010) said that transformational leaders also obtain higher levels of trust, which reduces stress for followers. On the other side, Asrar-ul-Haq and Kuchinke (2016) found that transformational leaders motivate their followers to go beyond rewards and exchanges. Leaders should have an optimistic view and set high standards for followers. If they put a high standard for the member team, they will be more motivated because they feel enthusiastic and encouraged to accomplish higher goals.

Third, leaders should stimulate and encourage creativity to their followers. Transformational leaders should ensure that employees are aware of their problems and capable enough to think about their problems creatively. According to Garcia-Morales et al. (2008), transformational leaders are more effective because they are creative and encourage followers to be creative. Transformational leaders should make employees understand, conceptualize, and comprehend their problems; it enables employees to analyze and solve problems in unusual ways (Bass & Avolio, 1997). Creativity is the key to organizational success, and transformational leaders can increase follower self-efficacy, giving the group a "can do" spirit (Walumbwa et al., 2008).

To do this, leaders should provide meaning, and they need to challenge the followers with the new works. It means that leaders should put challenge assumptions in front of followers, ask for creative thinking of problem-solving, promote intelligence, present new approaches, and delegate responsibility to team members. Robbins and Judge (2016) stressed that individually focused transformational leadership is behavior that empowers individual followers to develop ideas, enhance powers, and increase self-efficacy. Whereas, team-focused transformational leadership emphasizes group goals, shared values and beliefs, and unified efforts. So, according to these statements, leaders should:

– Stimulate and encourage creativity to team members;
– Enables employees to analyze and solve their problems;
– Increase team members self-efficacy;
– Giving the group a "can do" spirit;
– Put challenge assumptions in front of team members;
– Ask for creative thinking of problem-solving;
– Promote intelligence;
– Present new approaches; and
– Delegate responsibility to members of the team.

Fourth, leaders should pay special attention to each follower individually, listen, and concern for the growing and developing needs of followers. Leaders achieve this they should:

– Treats each employee individually;
– Develop team members;
– Training them with mentors or coaches;
– Apply the rotation technique;
– Giving personal attention to team members;
– Enables to followers attending the course or programs;
– Advise team member; and
– Pay attention to their needs and listening to their concerns.

Transformational leadership should get special attention to every employee based on one's characteristics and needs. By listening to their employees, advise them, and teach them on an individual basis. If a leader applies the elements mentioned above, the team performance increases; without a doubt, these elements are based on numerous authors that have analyzed transformational leadership and team performance in different ways. However, in this paper, they are gathered to present whole activities and duties which should apply leaders to increase team performance. Transformational leadership should directly interact with the members of the team. To make decisions that when they report to

an external board of directors or deal with an elaborate bureaucratic structure.

A few authors have created transformational leadership guidelines in this study and presented one author's guideline (Yukl, 2013). His guideline contains six elements which are presented below: (1) Articulate a clear and appealing idea of what the organization could accomplish or become to help people understand the purpose, objectives and priorities of the organization, and to help guide the actions and decisions of members; (2) Explain how the an idea can be attained and establish a clear link between the vision and a credible conventional yet straightforward strategy for attaining it; (3) Act confidently with the optimism about possible success, demonstrate self-confidence and conviction, and emphasize positive aspects of an idea instead of obstacles and dangers; (4) Express confidence in followers and their ability to carry out the strategy to achieve the aim, especially when the task is difficult or dangerous, or when members lack confidence in themselves; (5) Use dramatic, symbolic actions to emphasize fundamental values and demonstrate leadership behavior through dramatic, highly visible actions including risking personal loss, self-sacrifice or acting unconventionally; (6) Lead by recognizing actions speak louder than words, however exemplary behavior in day-to-day interactions with subordinates and by demonstrating consistency in daily behavior (cited by Mullins, 2010). This guideline, according to the previous researches, will increase team performance by using transformational leadership.

6. Conclusion

Transformational leaders have an extraordinary effect on the team, causing higher team performance. In recent years, several researchers have criticized transformational leadership (e.g., Van Knippenberg&Sitkin, 2013; Dinh et al., 2014; Van Knippenberg, 2015). Nevertheless, transformational leadership enables a better prediction of team performance than any other theories (Hoch et al., 2016). The previous study regarding the transformational leaders suggests that they are most effective when their team members can observe the positive impact of their work through direct interaction with customers or other beneficiaries (Grant, 2012). On the whole, organizations perform better when they have transformational leaders (Robbins & Judge, 2016).

Team leaders can develop their transformational leadership learning to be optimistic (not unrealistic) and expressing positive emotions in the form of enthusiasm, excitement, appreciation, pleasure, contentment, and celebration rather than negative emotions such as anger, anxiety, discontent and irritation West (2012). In addition to these primary conditions, dream-teams are characterized by transformational leadership that reinforces an inspiring and motivating team purpose-focused sharply on the needs of the team's stakeholders (e.g., customers) with encouragement for all team members to value the diversity of its membership West (2012). Transformational leadership is the type of leadership that is necessary today in this globalization market, as Mullins (2010) noted that increasing business competitiveness and the need for the most effective use of human resources have resulted in publications on management focusing attention on how leaders revitalize or transform organizations.

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8. The competing interests

The authors declare that they have no competing interests.

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