The Need for Changing and Transformation in the Covıd-19 Process: A Conceptual Assessment in the Framework of Transactional and Transformational Leadership

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ABSTRACT

The pandemic process has caused many difficulties, both economically and psychologically. The spread of the virus worldwide has caused millions of people to be infected. The rapid spread of the pandemic forced states to take urgent measures. Radical measures such as curfews, mask and distance rules, closures, and travel restrictions have caused a difficult process for both people and businesses. The news of death caused by the virus in the media increased people's fear and anxiety. The unique rules of the new normal process that entered human life with the pandemic also affected the shopping habits and purchasing behaviours of people who are ultimate consumers. Adapting to the changing process and differentiating consumer behaviours has become a necessity for businesses against entropy. The departing of qualified personnel from the sector has resulted in businesses having a problem with human sources. In addition, the need for leaders has emerged for businesses, who will adapt themselves to the new process, motivate human resources, structure the production and marketing infrastructure according to the new normal process, and analyze the current and future trends. It has become important to establish close relations with employees considering their health sensitivity.

In this study, the types of leadership that can adapt businesses to the new process are considered transactional leadership and transformational leadership. The study, which analyzes both types of leadership in detail, is expected to contribute to both the literature and the field of practice. In addition, it fills the gap in the literature in terms of the leadership in the pandemic process and is original.

Keywords: COVID-19, Transactional Leadership, Transformational Leadership

1. INTRODUCTION

The spread of the Covid-19 virus all over the world caused the World Health Organization to declare a pandemic on March 11, 2020. Many countries have begun to take drastic measures to contain the spread of the virus. As of 24 July 2022, over 567 *million confirmed cases* and over 6.3 *million* deaths have been *reported* globally (WHO, 2022). The economic cost of the pandemic reached $1 trillion in 2020 (The World Bank, 2022). The United Nations Conference on Trade and Development predicts a $2 trillion deficit in global income (UNCTAD, 2022). Travel bans have zeroed out the tourism and travel industry. The global Travel and Tourism industry lost approximately $4.5 trillion in 2020 due to the impact of COVID-19. 62 million people lost their jobs in the tourism industry in 2019 (WTTC, 2021).

The impact of the Covid-19 pandemic has manifested itself not only in the economic field but also in the social and psychological sense. The risk of being infected gets between people. In some research, it was reported that family members could not get together (Humadi, 2020). The disruption of human relations was considered the most important social cost of the pandemic (Quass et al., 2020). Isolation, interdiction and quarantine (more extreme forms of social distancing) during the pandemic have had negative effects on people's mental health (Vencatesh and Edirappuli, 2020). Economic hardships and fear-mongering from unreliable media sources further fueled the panic (Witteveen and Velthorst, 2020).

The economic crisis, pressure and stress caused many difficulties for both businesses and societies. In particular, the fundamental values that shape daily life, such as personal relationships and consumption habits, and the changes that occurred in the emotional and behavioural areas led to the start of a new process (Curşeu et al.,

2021). Home ordering and online shopping rates have increased (Brewer and Sebby, 2021). Personal hygiene and care have been of more importance (Swarnakar and Santra, 2020). While businesses were trying to solve the financial crises caused by the pandemic, they also had to follow the changes in consumer behaviour and try to keep up with the change-transformation process that started. The pandemic process has catalyzed technology investments. Businesses began to look for effective ways to motivate their employees to the new process to remain competitive. Ithas become a necessity to manage this transformation process, in which technological infrastructure investments have become important, in a healthy and error-free manner. Although the psychological pressure caused by the pandemic has decreased, the online purchasing behaviour that consumers gain continues to increase (unctad.org). Thus, it is clear that a new process has begun for businesses. This study focuses on examining the change necessitated by the pandemic process from the perspective of transformational and transactional leadership. The study, which is handled from a futuristic perspective, will provide a roadmap for practitioners and make an important contribution to the literature.

2. LEADERSHIP

Leadership is important to motivate followers and mobilize resources to fulfil organizational goals (Ciulla, 2020: 159). The effective and efficient use of scarce resources is essential to gain competitiveness in the globalization process. In the process of rapid change and transformation, the survival of organizations depends on this (Yamin, 2020). If resource management can not be carried out effectively, a chaotic and complex process will inevitably arise in organizations. Unfortunately, organizations suffer positive entropy at the end of this process. In research, effective leadership styles have been shown as a way to manage the entropy process and turn it into negative entropy (Wu et al., 2021).

In the historical process, the types of leadership needed were tried to be determined by the papers carried out in each period. In the period when classical management theories prevailed, a man was integrated with the machine-based production process and was considered a part of this process (Scientific Management Approach-F.W. Taylor; Managerial Theory Approach-H. Fayol; Bureaucracy Approach-A.M. Weber). In these approaches, which isolated people from social life, the chain of command was dominant. Superiors would give orders, subordinates would follow through and provide feedback (Asunakutlu, 2001). Especially the developments in the field of communication, legal arrangements and increasing relations between people have encouraged the emergence of new leadership approaches. Some studies have supported that leadership types are not independent of people's characteristics. The dissimilarity of personality traits enabled the identification of separate leadership types (Baltacı et al., 2014a:63). Transactional and Transformational Leadership are the main ones. Transformational Leadership was bandy out by Dawston in 1973 as Revolt Leadership (Bakan et al., 2015). It has been developed and expanded with the studies done by James McGregor Burns and Bernard M.Bass (Ciulla, 2020:36). The framework and foundations of Transactional Leadership were shaped by Bernard (Bass, 1990).

2.1. Transformational Leadership Theory

The economic turmoil of the industrialized world countries, especially the United States, revealed the need for new management styles in mid-level and high-level cooperation. The inadequacy of existing leadership approaches in solving the existing problem has necessitated a new leadership paradigm that can adapt the entire system to the requirements of the age, and that can convince and adapt internal and external stakeholders to this transformation process. Because in such a chaotic, unstable, and unpredictable environment, there is a need for leaders who, seek new ways of doing things at every level of the organization, ask their subordinates to review old assumptions and operations question the existing rules and procedures of the organization and develop new ones (Bass, 1985: 154).In similar processes dominated by the crisis, studies on change and the transformational leadership approach attracted attention.

Transformational leadership and transactional leadership are two types of leadership that are often approached in the same scope. It is possible to see the distinction between both types of leadership in the studies by James McGregor Burns. He has argued that current leadership studies are insufficient in determining the full meaning of the phenomena that are being examined. He explained that there are currently more than 130 definitions of leadership, and this confusion obscures the big picture rather than clarifying it (as cited in Burns, 1978, Khanin, 2007: 9). Burns defined the framework of transformational leadership as a new type of leadership that will form the basis of his work. Accordingly, transformational leaders do not want the organization to continue in its current functioning. They lead the changes that will occur and plan the whole process themselves (Baltaci et al., 2014a). Transformational leaders treat their followers as individuals who have a desire to achieve high motivational goals such as organizational justice and equality. They are leaders who not only want change but

take action to actualize it. They can mobilize those around them for a motiveand initiate and complete the change process as a result (Burns, 1978 cited in Bakan et al., 2015:203).

Burns' definitions point to the ideal leaders needed in a process that requires major transformation. People with this feature can breathe new life into organizations. They can dedicate themselves to the transformation process. They can make learning continuous and ensure that all stakeholders adapt to the transformation process. Finally, they are equipped to improve the learning processes and abilities of the members of the organization (employees, managers) (Mohamed &Otman, 2021).

The transformational leadership approach presented by Burns has expanded with the papers by Bass. Employee performance has been increased through the new roles determined (Bakan et al., 2015: 203). However, Bass (1985: 22) stated that his approach has some differences compared to the approach whose criteria were determined by Burns. Khanin (2007:11) stated this differentiation in three stages. The differences are presented in table 1.

Table 1. Differences between the transformational leadership approach proposed by Burns and Bass

	BURNS	BASS
1.	Aims to bring its followers to a higher level of consciousness.	In addition to Burns, focuses on expanding his portfolio of followers' wants and needs.
2.	Argues that transformational leadership always carries a morally uplifting mission.	Can direct its followers even toward unconstructive, reactionary, and negative goals in an equal way.
3.	Transformational and transactional leadership are mutually exclusive.	Each leader exhibits transformational and transactional leadership at the same time but different amounts and levels.

According to Bass (1985: 29), transactional and transformational leaders have many common aspects. Both types of leadership assume guiding, negotiating, persuasive, consultative, participatory, and empowering roles. However, transformational leaders differ from transactional leaders in their ability to motivate their followers/subordinates to achieve more than expected. According to Bass, if transformational leaders achieve three interrelated goals, they can help let them surpass the performance of their followers/subordinates beyond expectation. It is possible to list these goals as follows (Khanin, 2007:11):

✓ Increasing followers' understanding of the importance and value of desired outcomes,

✓ Convincing followers to exceed their interests and adopt common goals,

✓ Changing the need levels of followers or developing their portfolio of needs and desires.

Bass and Riggio (2006: 2) stated that leadership is not only a concept belonging to top management. Furthermore, they argued that leadership can occur at any level and in every individual. According to this idea, the success of transformational leaders will be possible by activating the existing leadership characteristics of everyone, especially the followers and subordinates, that have integrated their purpose with the organization. This idea is at the heart of the transformational leadership paradigm. Principles derived from theory form the basis of effective leadership. In this respect, it can be widely applied to many aspects of life, from business life to family life, from sports to classroom management, all the way to social change issues.

According to Bennis and Nanus (1985), who conducted important research on the subject, transformational leaders are well aware of both the strengths and weaknesses of the organization, subordinates, managers, and stakeholders. However, they focus on strengths to create high motivation in the follower group, as the positive self-esteem of transformational leaders is quite high.

2.1.1. Characteristics of Transformational Leaders

Avolio and Bass (2002: VIII) stated that transformational leaders have three fundamental tendencies. Transformational leaders have idealized and inspiring mindsets. Thence, they act as role models, take calculated risks, and demonstrate high standards of ethical behaviour. They are people who are respected, admired and trusted by their followers. Leaders with transformational characteristics give meaning to goals and create an environment of challenge. They awaken team spirit, envision attractive futures, and demonstrate a clear sense of purpose and commitment to the mission. Furthermore, transformational leaders are intellectually encouraging. They determine the scope of the problems and present them from a new perspective. This approach questions assumptions and encourages their followers and colleagues to think creatively and be innovative (Bass and Riggio, 2006:5). Transformational leaders are considerate of individuals.They are sensitive to each individual they work with. They approach them as people with similar needs and abilities and form their behaviour as such. They attach great importance to bringing each person to their full potential (Avolio& Bass, 2002).

Bass (1990: 21) defines transformational leaders as individuals who can unite their subordinates around a common goal. Transformational leaders' display of superior leadership characteristics depends on certain conditions. The main ones are to expand the interests of the employees and raise their interest goals, to ensure the awareness and acceptance of the goals and mission that they have set for the group, to act based on looking beyond their interests and thinking about the good of the group they are affiliated with.

Transformational leaders act honestly and have advanced empathy skills. While setting goals for their followers, they also consider their interests. Their character is developed and they are freed from the negative pressure of the ego. Instead of putting themselves in the foreground, they care about putting their subordinates to the fore and providing them with power and credit (Wagner, 2009: 130). They are extremely committed to their organization and its stakeholders. Thus, they begin to think about the future of the entire system. Their natural inclinations cultivate others. During its delegation of authority, the transformational leader aims to develop and deepen the perspective of the people and the organization it authorizes (Ciulla, 2020). They don't worry about sharing their power with others. Accepts this as a fundamental philosophy and applies it. Because sharing power is an effective way of interacting with others and achieving the best results (Bass &Riggio, 2006). They believe that knowledge is never complete. Therefore, they take risks, try, and learn. They believe that taking these three steps will provide people with more knowledge. They have a real passion for his work and the mission he undertakes. This passion is manifested in punctuation, attention to detail, and the ability to recharge one's energy. However, it is necessary to adjust the dose of leading passion, as being too passionate can lead to trouble concerning letting others do the work. This leads to the emergence of a situation that is opposed to the characteristics of transformational leadership (Wagner, 2009). The transformational leader thinks that to communicate effectively, both listening and speaking must be in conjunction. Moreover, they understand the steps taken by the administration and management and appreciate the efforts spent in this direction. They care about staying and living in the moment, also having the courage to move forward in negative situations (Bass &Riggio, 2006).

In addition to all these features, Podsakoff et al. (1990) stated in their study that individualized evaluation, providing a model, and setting an example are criteria of other characteristics that transformational leaders should have.

Table 2. Schuster's Transformational Personality Capacities

1.	Having a vision that is intellectually rich, stimulating, and real
2.	Being honest and empathetic
3.	Having an ego-free character
4.	Not worrying about yourself, but the whole
5.	Taking part in the development of others
6.	Sharing the power
7.	To try and take risks
8.	Being passionate about work
9.	Knowing and giving significance to ways of effective communication
10.	Understanding management and administration
11.	Looking to the future, living in the present
12.	Being persistent and not giving up in difficult times

Source: Wagner, 2009: 130-132

There is a symbiotic relationship between transformational leaders and their followers. Because transformational leaders are collective, and they aim to create a system that acts together. They are active; can create institutions where they can meet the wishes and needs of their followers (Bennis and Nanus, 1985: 202). Moreover, transformational leaders have personality traits that are value-oriented, motivated for lifelong learning, visionary, and able to cope with complications (Tichy and Devanna, 1986, Mohamed and Otman, 2021:5).

2.1.2. Dimensions of Transformational Leadership

Transformational leaders do much more than make simple exchanges or deals with their followers and colleagues. Avolio and Bass (2002: 2) suggested that transformational leaders act in a way to achieve superior results by using certain factors. In this context, they brought up four basic dimensions of transformational leadership, being: idealized influence/leadership, inspiration or motivation, intellectual support/stimulation, and finally individual/personal attention. They named the scale represented by four dimensions as "Multifactor Leadership Questionnaire (MLQ)".

Idealized Influence/Leadership (Charisma): It represents the stage where followers emulate, respect, and behave obediently to their leader (Bakan et al., 2015: 203). Followers identify with these leaders and want to emulate (be/act like) them. One of the things a leader does to win is to consider the needs of others or his own needs. He takes risks with his followers and is consistent rather than arbitrary. He avoids using the power he has for personal gain and uses it only when necessary (Avolio and Bass, 2002: 2).

Inspiration or motivation: Transformational leaders grant meaning to their followers' work. They act in a way that motivates and inspires those around them, providing them with a new challenge. While awakening team spirit, they show enthusiasm and optimism. The leaders instil morale and motivation to achieve by engaging their followers in envisioning desired future situations, by having them set high expectations (Bass and Riggio, 2006: 6).

Intellectual support/stimulation: Transformational leaders encourage followers to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. They do not criticize the mistakes of their followers but instead demand new ideas and creative problem solutions from those who are involved in the process of problem tackling and solution finding. Stakeholders and followers are encouraged to try new approaches and are not criticized if their ideas differ from those of the leader (Avolio and Bass, 2002: 2-3).

Individual/personal attention: Transformational leaders act as a coach or mentors, paying special attention to each individual's needs for success and growth. Followers and colleagues are developed for the high level of potential they can reach. Each individual is evaluated separately (Mohamed and Otman, 2021: 7). Individualized assessment is applied as follows; With a supportive climate, new learning opportunities are created. Individual differences in terms of needs and desires are learned. In the assessment process, the leader's behaviour demonstrates acceptance of individual differences (for example, some employees are more encouraged, others are given more autonomy, etc.). (Ciulla, 2020: 90). A two-way exchange in communication is encouraged, and the leader practices the "manage by wandering around" technique. Interactions with followers are personalized. A transformational leader is thoughtful towards the individual and pays attention to the work environment and those in the environment. The leader delegates some of his duties as a means of developing his followers. Delegated tasks are tracked to see if followers need additional direction or support and to evaluate the progress. For the followers to fulfil their duties and responsibilities comfortably, they are not felt to be controlled (Avolio and Bass, 2002: 3).

Den Hartog et al. (1997) obtained four factors in their study. These factors are charisma, inspiration, intellectual stimulation, and individual attention. Hereby, the transformational leadership dimensions put forward by Avolio and Bass are confirmed. In the study carried out to re-examine the components of the multi-factor leadership scale, new ones were added to the four dimensions in the scale, being: contingent reward, effective management with exceptions, passive management with exceptions-laissez-faire leadership.

Antonakis et al. (2003: 278) obtained the idealized effect (charisma) dimension in two different dimensions in their studies on transformational leadership. They named these dimensions idealized influence (attributes) and idealized influence (behaviour). The idealized influence (attributes) dimension refers to the leader's charisma that is noticed by everyone, whether the leader is perceived as confident and strong, and whether the followers see him as a person to focus on and follow. The idealized influence (behaviour) dimension represents the leader's charismatic actions that focus on values, beliefs, and sense of mission.

Podsakoff et al. (1990: 112) emphasized six key behaviours of transformational leadership in their study. These behaviours are: setting and expressing a vision, providing a suitable model for followers, promoting acceptance of goals set for the group, high-performance expectations, providing individualized support, and intellectual stimulation. As a result of the study, dimensions belonging to this leadership type were obtained in the transformational leadership scale, including "core" transformational leadership behaviours, high-performance expectations, individualized support, intellectual stimulation, and conditional reward behaviour. Within the same scale, dimensions that refer to general leadership characteristics such as trust, satisfaction, conscientiousness, sportsmanship, civic virtue, courtesy, and altruism were revealed.

2.1.3. Organizational and Individual Consequences of Transformational Leadership

Transformational leadership aims to provide organizations with a structure that will adapt to current conditions in chaotic and crisis periods or in environments where innovation is intense. In this respect, it would not be wrong to state that transformational leadership is one of the effective ways to increase organizational performance by increasing individual performance. Tahir (2015) reached findings supporting this in his study

examining the effects of leadership characteristics on organizational performance. As a result of the analysis of the data collected from 800 employees, it has been determined that the charismatic action, intellectual encouragement, inspiration, and motivation characteristics of transformational leadership have a positive effect on organizational performance. In another study, it was determined that there is a positive relationship between transformational leadership and organizational performance, and the most effective leadership type on organizational performance among the leadership approaches (changer, autocratic, bureaucratic, charismatic) was determined as transformational leadership (Al Khajeh, 2018). In another study conducted with 350 employees, it was determined that transformational leadership positively affects business performance, and intellectual capital and innovation mediate this effect (Alrowwad, Abualoush, &Masa'deh, 2020).

In studies that deal with the performance criterion at the individual level, findings showing that transformational leadership affects employee performance have been reached. Hoxha (2019) investigated the effects of contingent reward, active or passive management by exception, and transformational leadership variables on employee performance. In the created regression model, the only variable that had a significant effect was obtained as transformational leadership. Buil et al. (2019) found that organizational leadership affects job performance and organizational citizenship behaviour positively, and organizational identification and organizational commitment play a mediating role in this interaction. In the study, it was seen that proactive personality traits exhibited by leaders strengthen the effect of transformational leadership on organizational identification and organizational commitment.

While the positive transformational leadership attitude of the employees strengthens the perception of organizational justice, it can also eliminate the intention of leaving the job (Baltacı et al., 2014b). The decrease in the intention to quit is an important indicator in the reduction of employee turnover rate. The decrease in layoffs and the slowing down of the process of constantly recruiting new people both reduce the costs caused by this process and ensure the continuation of a positive organizational climate (Suliman&Obaidli, 2011). Employee performance mediates the relationship between transformational leadership and turnover intention. In this way, employees supported by their leaders increase their performance. This positive climate within the organization can reduce or eliminate the intention to leave (Yüksel, 2021). Aksel and Elma (2018) revealed that working with people with high transformational leadership characteristics is effective in providing internal and external motivation.

Transformational leadership is effective in managing the process in times of crisis. In times such where prediction is difficult and uncertainty prevails, transformational leaders give confidence to employees and help increase their satisfaction levels (Emen& Hamza, 2020). While the increase in the degree of exhibiting transformational leadershipbehaviour has a positive effect on organizational culture, it also increases the innovation tendency of organizations (Mohammed &PaşaoğluBaş, 2020). Positive transformational leadership perceptions of employees increase their emotional commitment and job performance (Park et al., 2021).

Furthermore, it positively affects the transformational leadership perception of the employees, the leader-member interaction and the level of social capital (Ayhün&Celep, 2019).In addition, transformational leadership increases self-sensitivity (Kaya, 2019), reduces the burnout level of developing and successful employees (Hildenbrand, Sacramento, &Binnewies, 2018), increases the level of emotional intelligence and organizational citizenship behaviour (Sing &Modassir, 2007), and strengthens the perception of organizational justice (Pillai, Scandura, & Williams, 1999) of employees.

2.2. Transactional Leadership Approach and its Characteristics

Transactional leadership is a leadership approach based on the principle that the leader rewards or disciplines his followers by considering the adequacy of their performance. Interactive leaders use rewards to reinforce the positive behaviours exhibited by their subordinates. Namely, by the use of conditional reinforcement (Avolio and Bass, 2002: 3). As such, it can be stated that interactionist leaders use the social change approach while leading their subordinates. He often offers financial rewards to increase productivity. However, in cases where productivity does not occur, the leaders remove the reward mechanism and deprive their subordinates of it (Bass and Riggio, 2006: 3). Transactional leadership, especially when supported by transformational leadership behaviour, can significantly increase performance, the effectiveness of leadership and satisfaction level of subordinates (Bass, 1985 as cited in Bass and Riggio, 2006:11).

Bass (1990: 20-21), while defining transactional leadership, portrayed a leader who uses rewards such as wage increase, recognition and advancement while encouraging his subordinates for better performance, and who punishes them if they perform poorly. Transactional leaders can sometimes engage in passive behaviour. That

is, as long as everything goes well, he does not interfere with his subordinates and the operation, with exceptions. The work to be done, the people who will do it and how the work will be done are already clear. The rewards to be received or the punishments to be faced according to the success rate of the job are revealed and conditioning is provided. However, this system may not always work and there is a risk of backlash in the long run. Because whether the reward or punishment offered motivates the subordinates depend on the leader's continuous control of the process, whether the subordinates want the reward or not, and the degree to which they exhibit the behaviour of avoiding punishment. In many organizations, payment increases are tied to seniority and promotions. These, in turn, depend on intra-organizational policies over which leaders have very little influence. There are also contractual provisions and legal frameworks that protect employees. For this reason, the penalties indicated may cease to be a deterrent.

This feature may lead to the idea that transactional leadership is a completely passive leadership approach. However, it would not be correct to include transactional leadership completely within the laissez-faire leadership types, as it is a partially passive but generally active type of leadership. Transactional leadership looks for ways to plan the whole process so that it runs smoothly and intervenes immediately in case of a possible problem after the process starts to run. Finally, it evaluates the outputs of the process and calculates the degree of achievement of the goals. In other words, the transactional leader takes an active role in both the planning and control stages (Hartog et al., 1997: 21). In addition, the leader examines the performance of each subordinate separately for the continuation of the existing process, changes the working conditions when it deems necessary, and looks for ways to achieve effective performance (Odumeru and Ogbonna, 2013:358). Transactional leadership is based on moral values such as responsibility, fairness, honesty and keeping one's word in the process or tools of leadership. Transactional leaders seek collective results and encourage exchanges among their subordinates. This enables subordinates to reach higher goals and meet their low-level wants and needs (Ciulla, 2020: 19).

Transactional leaders, unlike transformational leaders, do not focus on changing the future, but on healthily maintaining the existing order. They consider it important to meet the basic needs of their subordinates to maintain the current healthy order. For this reason, they target the lowest needs in the context of Maslow's hierarchy of needs and deal with the construction of basic systems to meet them. What they aim to do in such a way is not to satisfy the basic needs, but to make the reward that will be obtained when performed well, standardized and tangible (Odumeru and Ogbonna, 2013: 358).

The transactional leadership approach also forms the basis of transformational leadership. Transformational leadership can be seen as a special area of transactional leadership as long as it is related to the achievement of a goal (as cited in Bass, 1985, Hartog et al., 1997: 21). The main difference between them is that transactional leadership focuses on the achievement of goals, while transformational leadership is based on the creation and internalization of high moral values (Avolio& Bass, 2002). In the transactional leadership approach, subordinates' beliefs in change and innovation demands are ignored. The main goal is to clear the running process from all foreseeable risks and to reach the result with the most effective and efficient capacity (Bakan et al., 2015; Bass and Riggio, 2006). While transactional leaders can be content with small changes, they attach great importance to obedience to the leader (Baltacı et al., 2014a). They are sensitive to their subordinates and the continuation of the organizational order, they do not try to create a new organizational culture and they want to work within the existing culture, they determine the wishes of their subordinates in the best way and see their satisfaction as important for the future of the organization (Odumeru and Ogbonna, 2013: 359).

2.2.1. Dimensions of Transactional Leadership

Avoli and Bass (2002: 3-4) emphasized three basic dimensions of transactional leadership, being: contingent reward, management by expectation, and laissez-faire leadership.

A contingent reward is one of the factors that transactional leaders use to improve the performance of their subordinates. Although not as effective as the components of the transformational leadership approach in improving development and performance, it still carries a reasonable effect. With the use of contingent rewards, the leader determines what needs to be done, comes to an agreement with his subordinates, and sets reward targets or verbally rewards some of his subordinates so that the work is done at a satisfactory level (Avolio and Bass, 2002:3).

Management by expectation is a less influential factor than contingent reward. Management behaviour can be exhibited actively or passively according to expectations. The leader setting the standards followed by the process of monitoring standard deviations and mistakes made by subordinates, and taking measures to correct

them when necessary, represents active management according to expectation (reactive approach). The process by which leaders wait for deviations and mistakes to occur, and then take corrective measures represents passive management according to expectation (Bass and Riggio, 2006:21).

Laissez-faire leadership is leadership avoidance or the most inactive form of leadership. It is the factor with the lowest effect on subordinates. Although incompatible with transactional leadership, it has been associated with transactional leadership because it is thought to be a factor that must be present in optimal leadership behaviour (Avolio and Bass, 2002: 4).

2.2.2. Organizational Consequences of Transactional Leadership

In transactional leadership, which represents a work order based on giving and taking, the relationship between the subordinates and the leader is established through exchanges, such as a reward system, to achieve certain goals. Transactional leaders favour the continuation of the existing system. In the study conducted by Iraz and Canbolat (2021), findings supporting this thesis were reached. In the study, it was observed that subordinates classified their interactionist leaders as conditioning, traditionalist, and pro-control. In addition, it was determined that the sub-dimensions of transactional leadership behaviour did not have a significant effect on innovation performance within a model.

Transactional leadership behaviour encourages emotional organizational citizenship behaviour (Cho et al., 2019). Although some theories argue that transactional leadership will reduce the quality level of improvement, transactional leadership has an important role in improving basic quality practices and quality infrastructure in organizations. The failure in this regard is due to the insufficient level of interactionist leadership behaviour (Laohavichien, Fredendall, & Stephen Cantrell, 2009:21). In another study, increasing the level of quality was shown as the key to reducing costs and increasing profits (Kassicieh and Yourstone, 1998).

Transactional leadership has a significant impact on utilizing information at an organizational level. Strategists argue that managing information effectively will provide organizations with a sustainable competitive advantage (Bryant, 2003). Exhibiting transactional leadership behaviour is also an effective factor in the process of providing competitive advantage performance. However, transactional leadership mediates the relationship between transformational leadership and competitive advantage performance (Zengin, 2019). It has an increasing effect on employee motivation and performance. Supporting transactional leadership with high work motivation contributes to better company performance (Wahyuni, Purwandari, &Syah, 2020)

Kaya (2019) found that there is a significant relationship between transactional leadership behaviour and self-compassion. Thus, leaders will be able to exhibit constructive features in their work environment, as self-sensitivity refers to the state of being aware of one's own mistakes. People with this sort of personality also accept the people around them with their faults and feel the need to deal closely with their pain and distress. Working with leaders that have high self-consciousness will increase the level of satisfaction of the employees and this will reflect positively on the overall performance. Paracha et al.'s (2012) finding of transactional leadership's increase in employee performance supports this idea.

Amankwaa and Anku-Tsede (2015), on the other hand, concluded that interactionist leaders not paying enough attention to the wants and needs of their subordinates will encourage the intention of resignation in employees. Pishgooie et al. (2019) determined that when the interactional leader behaviour is exhibited deliberately, it reduces job stress, and as a result, reduces the intention of resignation. In this way, it will be possible to increase the quality of employee services. In the study, the fact that the leader does nothing and is not involved in the working process, just watching what is going on, has come to the fore as a factor that increases job stress and the intention to leave the job. Angeline and Sudha (2014), in their study on IT sector employees, concluded that the lack of interactional leadership behaviour at a sufficient level triggers the intention to leave. According to this, leaders should adopt behavioural patterns that will increase employee satisfaction with the factors affecting turnover decisions, demonstrate leadership that will help keep employees in the organization, and have a long-term relationship with their subordinates. For leaders, the quality of the relationship should be a top priority. Only in this way, they can improve organizational performance.

Transactional leadership is to increase the degree of display of situational avoidance behaviour. Subordinates focus on the absence of a problem in functioning and tend to take preventive measures when necessary. The inclination of subordinates to tend to adopt situational avoidance behaviour prevents the development of creativity at an individual level (Kark, Van Dijk, &Vashadi, 2018: 207, 208). With exceptions from the sub-dimensions of transactional leadership, management supports the development of subordinates' restructuring ability. Reward behaviour exhibited by transactional leaders supports the development of subordinates' ability to

perceive and capture. The fact that transactional leaders use/focus on promotion to increase their motivation to do business increases the ability of restructuring subordinates (Xu & Wang, 2019).

3. TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP IN THE PANDEMIC

The uncertainty brought about by the COVID-19 pandemic has negatively affected businesses, employees, and consumers. During the pandemic process, the production volume of enterprises has shrunk, and their income levels, productivity and performance have experienced sharp decreases due to the measures taken during the pandemic (Bloom et al., 2020). Curfews have brought the cash flow cycle of businesses to a standstill (Warsame, 2020). Disruptions in logistics have brought import and export problems to light (United Nations, 2020). The problems experienced in the supply of raw materials led to the disruption of the production stages (Kumar et al., 2021). With this, capacity limitations and the fear of personnel being infected have also caused problems in the labour supply (Miomun et al., 2020).

To overcome the difficulties experienced in labour, capital, and raw material, which are the main actors of production, the primary target of the enterprises has been personnel motivation, as personnel are the direct determinants of business efficiency (Saluy et al., 2021). The pandemic process has created a necessity for employees to acquire new skills and increase internal efficiency. Azizi et al. (2021) emphasized the necessity of making innovative transformations to overcome these difficulties in their study. Azizah et al. (2020) determined that the work motivation and work performance of the personnel working with transformational leaders during the pandemic process is high. In another study, it was seen that transformational leadership increased the innovative capacity of employees during the pandemic process, while interactional leadership positively affected their ability to innovate (Supriadi et al., 2020). In both cases, it contains the requirements of becoming a learning organization in the pandemic process that needs change and transformation. Businesses dominated by interactive leadership have recovered faster during the pandemic and employees have started to work with a focus on increasing turnover (Hidayat et al., 2021).

Antonopoulou et al. (2021) stated that transformational leadership is seen as more employee satisfaction and productivity increase during the pandemic process and its characteristics play a catalyst role in the digital transformation process. Working with interactive leaders during the pandemic process has increased their motivation and performance because interactional leaders motivate their followers to strive at higher levels and also aim to increase their level of commitment to work (Rathi et al., 2021). With this, during the pandemic process, the staff needed a safe environment. To keep up with the rapid transformation process, to better predict the future, and to develop their skills in this direction, they sought a strong leader. Avcı (2021), in his study, concluded that the type of leadership needed by the personnel is transformational leadership. Successful implementation of transformation will directly affect operational efficiency, and especially personnel productivity.

4. DISCUSSION

Businesses, which are the biggest actors in the economic order, need leaders who will analyze the change and transformation process well, prepare business resources and employees for this process, and ensure the continuation of adequate functioning to continue to operate healthily. In our age, where the speed of technological transformation and the rate of technology use are high, catching innovations and reaching the level that will guide innovations provides a significant competitive advantage for businesses (Gunasekaran, Subramanian, & Papadopoulos, 2017).

There is a need for effective leaders who will adapt organizations to the new process, even in a crisis environment where the black swan theory has proof, such as the pandemic (Antonakis, 2021). The pandemic process has had an unprecedented impact. This effect did not remain only at an economic level (Ceylan, Özkan, &Mülazımoğulları, 2020), also showing devastating effects on both social (Buzzi et al., 2020) and psychological systems (Kontoangelos, Economou, &Papageorgiou, 2020). The pandemic process has brought great changes for both businesses and people. All habits have changed, and the use of technology has increased like never before. This situation has put businesses under pressure to make technological innovations. Staying away from technology has become a major threat to the future of businesses (Akter and Sultana, 2020; Vargo et al., 2021). The process of adaptation to technology has become one of the most effective means of survival for businesses and has become a necessity.

The impact of the pandemic is not limited to these factors. As in past pandemic periods (Orsi and Santos, 2009), the COVID-19 pandemic has also led to a decline in employment rates (Kartseva and Kuznetsova, 2020). The economic recession has forced many businesses to cut staff. Some sector workers have turned to quitting or

changing jobs due to the risk of being infected (Gabe, 2020). The psychologically devastating effect of the pandemic has made it difficult for employees to be motivated for any goal. Wolor et al. (2020) have proven in their study that pandemic-induced stress reduces employee motivation. Hitka et al. (2022) emphasized that base salary, job security, a well-working team and communication at work came into prominence as factors affecting employee motivation during the pandemic process. In the study, the dimension of the supervisor's approach was underlined as the main factor regulating the effect of all factors on motivation. Nilasari et al. (2021) revealed that employee motivation during the pandemic process is affected by extrinsic motivation rather than intrinsic motivation. In the study, it was observed that the working performance of the personnel with high self-efficacy was also high. Accordingly, factors affecting work performance were found to be not internal but external. This indicates a relation where the self-efficacy level of the employees depends on the leadership and direction of the leaders. Here, the arguments that leaders should use must be more clear about future goals, incentives, and bonuses for work, and extrinsic motivational elements such as praise for employees who have completed their tasks.

It has become important to maintain the workplace commitment of employees during the pandemic process. Adhitama and Riyanto (2020) stated that COVID-19 triggers anxiety, frustration, and burnout in employees, which affects employee loyalty and performance leading to errors and a decrease in the quality of work. This adversity has the potential to directly affect the survival capacity of enterprises. Sapta et al. have revealed that technological transformation is an important tool to increase personnel performance that has decreased during the pandemic process. Technological transformation contributes positively to personnel satisfaction and performance by contributing to the development and continuation of a positive organizational climate. Dirani et al. (2020) stated that many personnel were dismissed during such crisis periods. Thus, unreliable, variating, and unpredictable targets emerge for employees. The resulting environment of uncertainty also increases the employee turnover rate. Losing good employees means losing knowledge while retaining them helps organizations maintain their knowledge and experience. The solution proposal for such situations is that leaders take responsibility, increase motivation, interact with employees frequently and support them, adapt the institution and employees to the new process, and prepare the infrastructure for the transformation required by the new order. In his study, Izzah (2020) concluded that the motivation support offered by the leader during the pandemic process creates a sense of confidence and comfort in the employees, and their work performance increases. It has been observed that employees who work with leaders who do not provide motivation and focus only on enforcement feel more pressure. This has been reported as a factor that negatively affects employee motivation.

5. CONCLUSION

In situations, like the pandemic, where change and transformation are experienced very rapidly, and which trigger uncertainty, effective leadership behaviours are needed for businesses to overcome the existing negativities, start their activities again and motivate employees to new goals. Transformational leadership behaviour is an important factor that will help businesses to create motivation for adaptation and new goals (Novitasari and Otman, 2021). Whereas transactional leadership behaviours are needed for businesses to maintain their stability or to provide employee motivation for new targets (Azizaha et al., 2020).

Although transformational and transactional leadership are often presented as opposite ends of a spectrum, a combination of selected elements from both leadership styles may produce the best results (Lai, 2011). A balanced display of both leadership types also lays the groundwork for the development of organizational learning and innovation capacity and the adaption to the new process initiated by the pandemic (Supriadi et al., 2020). In addition, it provides a significant decrease in the intention to leave by increasing the job satisfaction of the employees (Hidayat et al., 2021). Thus, paving the way for businesses to adapt to the new process more rapidly.

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