

Role of Transformational Leadership in Managing Change: A Study of Bangladesh Civil Service

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Executive Summary: Now-a-days transformational leadership is considered as the core of organisational development. The leaders are responsible for changing the organizational culture as well as overall development. The dynamic and pragmatic approach of this leadership enriches followers' spirit and commitment for the task. Bangladesh Civil Service engages in the traditional leadership practices in different levels. As a result, real development and change are nearly far from the expected outcomes in the country. To find out the best approaches for the Civil Service of Bangladesh, a constructive literature review has been done. After that, general and specific recommendations with action plan have been proposed based on the discussion. The findings of the literature review show that transformational leadership approach creates friendly environment in the organisation by engaging the followers in decision making process and empowering them in completion of the target. This leadership approach can be the best fit for the public organisations of Bangladesh where internal and external forces are demanding overall cultural change and transformation for better future. Similarly, programmes for career planning and pro-people attitude development among the civil servants may prove to be a practical step to inculcate transformational leadership in Bangladesh Civil Service.

1. Introduction

1.1. Background of the project: Transformational leadership is the most talked about issue for the development of any organisation. It is different from the traditional leadership. Most commonly in traditional leadership, top management directs the followers to complete the task which is basically target oriented. On the other hand, transformational leadership represents visionary thinking and long-term planning, creates values and generates changing environment in the organisation. Transformational leadership is that leadership which changes the employees and transforms them more than the expectation (Northouse, 2007). Schein (1992) stated "Transformational leadership is the ability to step outside the culture...to start evolutionary change processes that are more adaptive". Moreover, transformational leadership comprises of intellectual stimulation, idealized influence, individualized consideration and inspirational motivation (Bass & Avolio, 1990b). Above all, transformational leadership attains long-term development, shows the way beyond goals and brings organisational changes.

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Bangladesh Civil Service (BCS) inherited the legacy of the Indian Civil Service (ICS) which was originated from the East India Company Civil Service (Ali, 2004). Bangladesh government took a lot of initiatives for the development of the Civil Service. In fact, all these initiatives were not implemented fully due to political instability, imbalance of power, short-term plan, centralization, corruption and lack of accountability. Surprisingly, there is no particular act for the Civil Service of Bangladesh. The officers of Bangladesh Civil Service are directly related with policy making and its implementation. Here, the officers are facing lack of proper guidance and visionary leadership from the top management. It is noticed that whenever there is a change in the power of the government, leadership style also changes concurrently. Therefore, a pragmatic change is required in Bangladesh Civil Service by introducing the transformational leadership approach.

1.2. Overall aim of the project: The overall aim of the project is to explore the role of transformational leadership in developing the organisational structure of Bangladesh Civil Service.

1.3. Objectives of the project:

- To compare traditional leadership and transformational leadership styles.
- To evaluate the appropriateness of transformational leadership in managing change for the Bangladesh Civil Service.
- To design an implementation of transformational leadership in the Bangladesh Civil Service.

1.4. Methodology: This project is based on secondary source. All the information will be taken from the review of existing literature on transformational leadership and change management. Therefore, a complete literature review will be done for the theories applied and the information depicted by the experts in their works. Finally, collected information will be analysed to realize the impact of leadership and change management in the organisation. In this project subjective analysis will be used for the statistical tool.

1.5. Discussion of chapters: This project report consists of four chapters. Firstly, chapter one describes the introduction part of the project. This chapter articulates the background of the project, overall aim of the project, objectives of the project, methodology and discussion of

chapters. Moreover, the introduction part will clarify the underlying principle of the project and how it contributes to the development of the organisation. The second chapter, literature review is the most important part of the project. It requires the relevant and up-to-date literature on the topic of leadership especially on transformational leadership in specific and in general on the change management in the organisations. Next, chapter three explains discussion of the literature review and analysis of the findings from the review. Moreover, there will be a comparative study of the Bangladesh Civil Service and the findings from the literature review. In fine, chapter four sketches the wrapping up on the entire project which will be done from the discussion and findings, and then a recommendation will be made for the development of the organisation as well as Bangladesh Civil Service.

2. Literature Review

2.1. Introduction: This chapter will review the existing literature on transformational leadership and change management. The review will find out how change is promoted by the enthusiastic role of transformational leaders for the long-term development in the organisation. Similarly, it will find out the contribution of this leadership in the change of Bangladesh Civil Service.

2.2 Traditional leadership and transformational leadership:

Effectiveness of transformational leadership is indispensable than traditional leadership in the organization (Willink, 2009). Generally, traditional leadership is based on definite targets, templates, internal constraints and standard incentive arrangements; on the other hand, transformational leadership shapes teams from followers, leads them to achieve the vision and go beyond self-interest. Similarly, traditional leaders accomplish only their tasks whereas transformational leaders have the capability to dream, imagine and transform the organisation. Moreover, traditional leadership deals with personal interest of the leaders and followers; transformational leadership works as collective interest of the leaders and followers for a shared vision (García-Morales et al., 2008).

2.3. Transformational leadership:

Transformational leaders are responsible for significant changes in the organisation by setting organisational vision, leading the followers as teams, motivating them for accomplishment and inspiring them to think

creatively (Michaelis et al., 2010). These leaders always use their imagination and bring changes in the organisation. They analyse the current situation and forecast the upcoming future. Therefore, they are known as visionary leaders. Similarly, transformational leaders have charisma, motivational capacity, insight and intellectual encouragement (Willink, 2009). The leaders train their followers to meet the task, discuss the vision clearly, empower them and create willingness to participate in the new and change process. That is why, they are thought of as charismatic leaders. Moreover, transformational leaders encourage their followers in the decision making process, share a collective vision and gain long term commitment from their followers (Alimo-Metcalfe et al., 2005). Participation in the decision making process creates ownership among the followers and enables them to consider the organisation as family. The followers commit fully to the change process and exceed the target, and expectation. So, the transformational leader serves not only as leader, but also as supervisor, coach, role model and mentor to their followers.

2.4. History of transformational leadership:

Leadership was assumed as give and take relationship between the leaders and the followers. This notion was changed due to the emerging conceptual transcendence in this area. Then leadership was considered as to transform the life of the followers as well as organisational behaviour. The new approach of leadership redesigned organisational vision, values, changes and expectations of the followers. Literally, this approach assisted the relationship between leaders and followers in the level of motivation and morality to gain the vision. The leaders paid special attention to the needs of the followers and helped them to fulfill their targets. Simultaneously, the leaders clarified the vision, gave identity of the followers and offered them more than personal gain. Moreover, new ideas and opinions were encouraged in the change environment from the followers. The followers felt loyalty, confidence, commitment and respect to the leaders. In fact, it was the way of transforming the traditional condition into dynamic and need based development of the organisations. Thus, this approach of leadership was named as transformational leadership. Sometimes transformational leadership integrates as the function of visionary and charismatic leadership (Bass, 1990; Bass & Avolio, 1994; Avolio et al., 2009).

2.5. Importance of transformational leadership:

There is the necessity to change from traditional leadership to transformational leadership to face the global challenges (Willink, 2009). For this reason, four steps are needed in promoting transformational leadership in the organisation like trust, commitment, liberate imagination and capability to take professional risk. At the beginning, it is obvious to eliminate panic for work, risk assessment, share the vision and build a successful team for having trust. Then engage the subordinates in the decision making process, reduce the barriers and share the success to ensure commitment. After that, motivate and empower the employees to think beyond box as imagination by changing the organisational culture. Lastly, flexibility in changing the plan and proper guidance lead to take personal and professional risk for the organization. These steps are required to replace the existing leadership systems by dynamic role in the process of organizational development. It is noticed that when transformational leadership process happens in the organization then managers are transformed into transformational leaders and followers are transformed into transformational supporters. This type of leadership generates collective efforts to the employees as team, changing the morale, creating ownership for the organisation and stimulating the employees to perform more than expectations. Similarly, transformational leadership influences organisational innovation and performance of the employees which promotes organisational change (García-Morales et al., 2008). This leadership ensures the followers' participation in collective decision making in the organisation. Thus, transformational leadership increases emotional attachment, motivation, awareness to the employees in the organisation and creates collective interest for a common goal. Interestingly, transformational leadership is compared as motor and transmitter of creating innovative culture in the organisation and shares the knowledge among the followers for the best performance. Consequently, innovation implementation behavior of followers' depends on transformational leadership which is developed by taking change initiatives in a congenial atmosphere (Michaelis et al., 2010). The leaders are committed to change making initiatives in friendly environment. This leadership brings organisational change by introducing new practices for the employees. The change creates new opportunities, clear understanding of vision and stimulating the employees to achieve the target which ensure a pleasant climate for taking initiative in the organisation. In this way, the followers enjoy recognizing culture, taking

the chance to re-examine new initiatives, leaving old thinking and executing better than previous. Thus, transformational leaders raise change initiatives, motivate the followers effectively, guide towards vision and circumvent the innovation failure.

2.6. Transformational leadership influences change:

Successful organisational change is implemented by effective leadership skills and attributes (Manikandaan, 2010). Employees' engagement in decision and discussion process, bottom-up approach of management and flexibility in management are needed for successful change. Additionally, more steps are required for promoting organisational change such as build up case for change, environment and culture assessment, well planning, define success, leading, communication, find out impact of change, get ready for change, win over change and monitor the process of change. Mostly in the organisation, leaders act as change agent as they have the ability to change, direction, quick decision making and risk taking. Followers are learned from skillful and knowledgeable leaders. Top management designs appropriate programs for development of the leadership skills and behaviour. Considering this, leadership behaviour is the root cause of successful change in organisations (Higgs et al., 2005). In the organisation, emergence change is the most successful way of change which is always reflected by leadership behaviour. It is observed that leadership is based on considering the context where change requires meeting the situation. Therefore, leaders set change plan towards goal, make arrangement of resources, motivate the followers and engage them to gain target within the timeframe. It is possible to gain the target when team work and group assignment are done together at the workplace. Leaders are responsible to complete the task with the followers in a successful team. Thus, leadership behaviour is appropriate by guiding the people in implementing change initiatives.

Simultaneously, the nature of leadership is the most vital factor in effective managing change (Alimo-Metcalfe et al., 2005). Building of transformational culture in the organisation is very essential which means a fertile environment including behaviour of leaders and followers. Internal and external stakeholders are measured to assess the demand of change. It is important to involve the followers in setting the vision and empowering the followers to accomplish the work. By doing so, the followers consider them as partners of the entity and engage themselves in the change initiatives. Transformational leaders do their activities in an

understandable, accountable and transparent way which leads a supportive environment for change initiatives. Moreover, transformational leadership requires courage for implementation of tasks in an effective way to lead the whole team. Feedback from the followers is also essential in the changing process of the transformational leadership. Thus, leadership and change management are two interconnected approaches. By doing so, transformational leadership is directly related to change commitment of followers than leadership of change-specific (Herold et al., 2008). Leadership contributes in two ways of organisational change. On the one hand, transformational leadership builds a long-term relationship between leaders and their followers with absolute organisational orientation; on the other hand, change leadership indicates for any specific change with organisational strategy. In fact, transformational leaders have long-term plan having a vision, forecasting capacity, leading the followers and attaining outcome in committing change. This leadership approach and followers' commitment to having change in the organisation are correlated. Change leadership deals with small area of change and requires immediate output. Additionally, change leadership works as moderator when transformational leadership functions.

2.7. Factors influencing change:

Change is considered as an uninterrupted reality for the organisation that needs to survive in challenging times (Merrell, 2012). Change always reflects new things and executes different results for the organisation. It is necessary to clarify task for change and mode of completion before taking change initiatives such as proper planning, understanding the task and disseminating the idea to the employees. Change is successful when it is completed in stipulated time maintaining the cost and target. Six steps are needed for the successful change in organisation. These are leading, communicating, learning, measuring, involving and sustaining. The most crucial step is leading which starts at the beginning of the change. It includes clear vision for change, creating the necessity, engaging the employees in the change process and showing bold approach from the top management. Communication is vital for aligning the whole management into one and motivating the employees towards the target. Employees require skills and knowledge to face the change successfully, and feedback leads learning process. For measuring change, defining success by balanced set of metrics and measuring it by comparing with target within estimated budget on time. Involvement of

employees requires designing change and its implementation. Sustaining change is possible when resource and capabilities are ensured for change implementation and employees empowerment. On the other hand, the success of organisational change is determined by five inter-related issues: strategic thinking, leadership, task management, relationships and resources (Manning, 2012). Strategic thinking requires SWOT analysis of the organisation. Again the most important issue is leadership which needs a clear vision with forecasting capacity and thinking beyond the box. A well described planning indicates a complete task management. It is important to engage employees in the decision making process and listen them confirm good relationship in the organisation. After that, drivers for work like money, people, time and technology indicates resources. Some issues are also required for change in the organization such as support from the top management; regular training and personal development of the employees, common understanding of the vision, team work and collective effort.

Consequently, five principles are essential for successful change of the public sector to attain the desired target (Ostroff, 2006). These are performance improvement against the mission of agency, win over the stakeholders, construct a road map, apply a comprehensive approach and always be a leader not a bureaucrat. The public service is focused on outcomes not on outputs; mission is needed to define among officials and emphasized on the performance improvement. There are two types of stakeholders in public sector: external stakeholders (other than employees) and internal stakeholders (employees of the public sector) which are essential to establish confidence to win over both of the stakeholders. A road map includes three vital aspects, namely identification of performance objectives, position of priorities and roll out the programme for changing the agencies. Applying comprehensive approach in public sector needs redesign of the organisation i.e. arrangement of employee, infrastructure, leadership style, process and performance measurement. The most important principle for the public sector employees is not to act like a bureaucrat; always think and perform as a leader for the agency and for the public.

2.8. Recent trends of Bangladesh Civil Service:

A recent common tradition in the political parties of Bangladesh is to create loyalists within the public organisations (Osman, 2010). This tradition indicates a huge polarisation in the state machinery which is

mainly bureaucracy. Therefore, civil service rearrangement vastly depends on change in political leadership. Different aspects of governance is not found everywhere like accountability, rule of law, transparency, equity, effectiveness and efficiency. As a result, Bangladesh Civil Service is polarized and the officers who are in good book of the government often gain extra benefits. Similarly, sometimes affinity and closeness are measured at the time of promotion rather than merit and seniority. There is no complete career planning in Bangladesh Civil Service. Following this, the high officials of Bangladesh sometimes engage themselves in fulfilling the desires of a few influential persons; not for the fellows of the civil service in general (Zafrullah, 2007). New initiatives are not taken for the development of the civil service rather every senior bureaucrat is busy to confirm their positions. As a result, transformational leadership is absent in the country to perform good governance. It is necessary to improve accountability, leadership and the quality of public service to attain good governance (Mahmood, 2008). A number of initiatives are necessary to improve good governance. They are: increase of financial benefits, benefits for civil servants' dependants, housing facility, various domestic benefits, decentralization of power, maintaining chain of command, accountability, participatory decision making and good interaction among all.

2.9. Leadership crisis in Bangladesh Civil Service:

Public service underperforms due to sloppy mind-set of policy makers and politicization of bureaucracy (Zafrullah et al., 2008). High officials are busy for getting personal facilities. The bureaucrats do not think of their colleagues and juniors; rather they take the facility of promotion, posting and foreign training by depriving the deserving ones. Eventually, the decision making process in Bangladesh is slow due to the centralized hierarchy in the civil service. Opinions from the root level are not considered. Moreover, relationship is assumed for personal gain that ignores the rule and laws of the service. There is not sufficient provision for punishment and incentive for malfunction and achievement of administrative responsibilities and duties respectively. The performance appraisal system is also defective which is totally depended on the sweet desire of senior officers. This indicates poor accountability and transparency which create trouble in the daily activities. Maintaining hierarchy strictly makes the bureaucrats less accountable to followers as well as to the people. In addition, lack of visionary thinking and obstacles of civil service fail to introduce sound principles of public management

ethos. Indeed, poor technical and information capability is responsible for policy implementation. Policy formulation does not usually correspond to the demand from the people. It takes long time for implementation of projects. Sometimes, slow policy implementation process develops off-putting impression to the international donors which affect future. Therefore, inefficiency and poor leadership in Bangladesh Civil Service are largely responsible for the backwardness of the country.

3. Discussion

This chapter will analyze and critically discuss about the functions of transformational leadership and factors relating to change management. It will be done from the literature review described in the previous chapter. In fine, a suitable approach of transformational leadership will be considered based on the discussion of the literature review.

Traditional leadership functions in limited area whereas transformational leadership deals with unlimited imagination (Willink, 2009). Traditional leadership is like a package and deals with small area in the organisation. On the other hand, transformational leadership has a long-term target in the organisation. This leadership indicates a continuous process for the change initiatives with the involvement of the followers. It is observed that traditional leadership works in a small group for the accomplishment of small tasks based on incentive where transformational leadership works as team and the entire team works for long target or vision (García-Morales et al., 2008). Team work increases motivation and spirit of the followers, which leads for an out-of-box target. The followers think the organisation as a family where management and subordinates work together. Followers' engagement in target setting and in implementation process is ensured by liberal decentralization of power. Traditional leaders are responsible for accomplishment of specific tasks given to them. They cannot take initiatives, change the plan and think more than the task. In the context of Bangladesh, plans are usually designed for short term and considered only for tenure of an elected government. These plans cover five years or less and only a few plans were taken for at least ten years or more. Therefore, such short-term plans cannot sustain for long and contribute minimally for continuous change.

It is obvious that followers' participation in decision making process is very important for ensuring constructive change in the organization (García-Morales et al., 2008; Alimo-Metcalfe et al., 2005). The long-term development of the organisation is ensured by the followers' clear

concept of the vision. For this reason, transformational leadership approach engages the followers in the decision making process to set the vision and empowers them in performing. This approach assists the management to obtain firm commitment from the followers. As a whole, transformational leadership approach creates a democratic culture in the workplace. It leads a harmonious and friendly relationship between the management and the followers. By doing so, transformational leadership motivates the followers in implementation of the plans, creates ownership of the entity and attain more than the desired target. Following this, maintaining congenial atmosphere in the workplace is the vital aspect in managing change (Michaelis et al., 2010). Such a good and fertile atmosphere keeps the workplace disciplined and brings satisfaction among the followers. It also indicates performance of the workforce, less absence and secured career of the followers. In Bangladesh Civil Service, mostly the decisions are taken in the Secretariat i.e. head quarters of Ministries. It is matter of wonder that the bureaucrats are interested to keep power in their capture, not to delegate power at the field level. Decisions are taken based on the consensus of the members at the round table. Most of the decisions are implemented at the grassroots levels that are designed for the welfare of mass people. The centralized decision neglects the real want of the mass people. As a result, poor decision making and implementing process do not bring real change to the development of Bangladesh.

Now-a-days transformational leadership is a talked about issue. The leaders are responsible to evaluate the current situation of the entity, probable success criteria and forecast the post situation. On the other hand, creating willingness about the ultimate intension among the followers and empowering them bestow the successful change. Thus, transformational leaders are considered as visionary and charismatic leaders (Michaelis et al., 2010; Willink, 2009). In Bangladesh, the leaders have limited views in thinking and forecasting. They only think the current situation; not to be imaginative on future. Due to the political unrest and governmental rotation in last two decades, new government took power in every five years. It is observed that the party in power generally discontinues and ignores the development initiatives of previous government and highlights the weaknesses. Development plans are changed frequently due to short-term thinking. As a whole, an unhealthy replica emerged in Bangladesh where one party wins over election, engaging in monocracy in the state power and rest of the parties

spend the tenure showing demonstration and making it tough to rule the country. The city corporation and development authority in Dhaka city are almost failed to provide smooth road communication. The inhabitants of Dhaka city require various transportation systems like metro rail, connecting flyover and underground railway. However, roads of Dhaka city are overloaded with vehicles and other transports. As a result, huge traffic jam occurs in the city which kills time and resources. Similarly, in 1998 a multipurpose bridge named 'Jamuna Bridge' was opened for roads and railway. Initially the option for railway was not considered in the bridge. Later on the railway was included in main bridge. Literally, government is planning to construct another separate bridge for railway due to less load capacity of the bridge. In fact, this is the poor forecasting capacity and less visionary thinking of the leaders. Therefore, the country faces loss at all levels.

Leadership behaviour and nature of leadership are considered as root cause of fruitful organisational change (Higgs et al., 2005; Alimo-Metcalfe et al., 2005). Similarly, organisational change is executed by the dynamic approach and skills of leadership (Manikandaan, 2010). Change initiatives are successful or unsuccessful due to the leadership approach. Following the bottom-up approach the leaders engage the followers in the decision making process for setting the vision. By doing so, the followers are motivated for completion of the tasks and think more than the vision. The leaders introduce key initiatives as change agent to implement change such as team building, motivation, empowerment, leading, communicating, training and monitoring the progress. On the other hand, leaders have the capability to take decisions, change plans, leading, flexibility and risk assessment. The leaders create an atmosphere for change that every employee contributes in its completion. Indeed, this is the charisma of the leaders. In the context of Bangladesh, the organisational hierarchy is always top-down. Decisions are taken without consulting the fellow colleagues. Therefore, the plans are designed as per leaders' desire and political will; not considering the necessity of the people. Due to mismatch between priority and allocation; misappropriation and inefficient spending are to common phenomenon in the development management in Bangladesh.

Change is an endless process which demonstrates new pathway for the organisation. It is important to complete the change task within stipulated timeframe and estimated budget. Six steps are considered for successful change such as leading, communicating, learning, measuring, involving

and sustaining (Merrell, 2012). The most essential step is leading which begins with the strategic plan. Leaders set the vision with the followers' involvement in the decision making activities and communicating the target. At the same time, resource is allocated for sustaining the change. Moreover, five inter-related issues are influenced in organisational change. These are strategic thinking, leadership, task management, relationships and resources (Manning, 2012). It is evident that forecasting about the future and planning appropriately on this basis are considered as the essence of the change initiatives. The next step is leadership which requires implementation of the plan with the followers' involvement in the process of the decision making. A consensus vision is set from the different opinions discussed. Thus, good relationships are introduced in the organisation among the management and the followers. This relationship assists in gaining the followers commitment and organisational vision. These activities are considered as the function of a visionary leader which leads to successful completion of the vision. In the same way, there are five principles required in managing change of public sector like performance improvement, win over stakeholders, construct a road map, apply a comprehensive approach and act as leader not as bureaucrat (Ostroff, 2006). The public service always looks for the outcomes which leads long-term development of the entity. It is essential to clarify the organisational mission among the followers. Change activities are driven on the basis of road map which indicates clear concept of the organisational target. Consequently, leadership styles, employees' rearrangement, infrastructure development, allocation of resources and performance measurement are indicated as comprehensive approach. Leaders use bottom-up approach and engaging employees in development activities. Public sector employees must not be bureaucrat in their activities rather they must perform as leaders to the people. The political leaders and high officials of public sector in Bangladesh always act as bureaucrats. Due to the frequent rotation of the power in Bangladesh, the policy, the development initiatives and the strategies taken by the government do not sustain for long.

It is clear from the discussion that transformation in the organisational entity fully depends on the abilities of the visionary leadership. So leaders, not bureaucrats, can transform the organisation from downgraded situation to expected destination. The officers of Bangladesh Civil Service are practicing a stereotype leadership style which is near to transactional leadership. Team work for any project is rarely seen. The

decisions are made from the apex bureaucrats; not from the opinions of the employees in the field level. Due to lack of transformational leaders in development administration, Bangladesh has to spend a huge amount of foreign currency for employing international consultants and multinational consulting firms. So, real development is often jeopardized.

The political parties of Bangladesh are emphasized to create loyalists within the state organisations (Osman, 2010). Now there is a place for more loyal civil servants in the higher positions of the government. The officers of Bangladesh Civil Service are engaged in nepotism and favouritism. At the time of promotion, posting and placement; merit and performance are ignored in many cases. Moreover, senior officials of Bangladesh Civil Service are engaged in fulfilling the based demands of the political leaders (Zafrullah, 2007). They are affectionate of their position. The fellow colleagues are not considered for career development, succession building and empowering. It is often raised from the civil society that bureaucracy is inefficient, not transparent and lost its neutrality. On the other hand, polarization of bureaucracy and corruption are the main reasons of underperforming the Bangladesh Civil Service (Zafrullah, 2008). Decision making process is very sluggish and implementation process is packed of traditional laws and rules. Red-tapism is the main problem of taking any decision. All decisions are taken in head quarters which show over centralization of power and strictness in organisational hierarchy. As a result, this type of poor leadership creates trouble in daily activities. Punishment system for malfunction of responsibilities is rarely seen. Similarly, reward system is also based on either relationship or flattery. Good relationship leads to obtaining good performance appraisal and other lucrative facilities like foreign training and exposure. Efficiency is not important for performance evaluation rather satisfaction of the seniors are really important. Moreover, implementation of projects takes huge time and requires further budget allocation. This slow approach aggrieves the international donors which indicate uncooperative sign for the country. In fact, poor transparency and accountability system in the leadership indicates a lesser amount of development in the country. Therefore, to attain good governance, improvement in accountability and quality in bureaucracy are necessary (Mahmood, 2008).

From the above discussions it is observed that leadership is the most essential element for the change of the organisation. Traditional leadership cannot bring any significant changes in the organisational

change. Only transformational leadership can transform the overall change and development of the organisation. Therefore, organisational change is directly related with the pragmatic approaches of transformational leadership (Herold et al., 2008). In this leadership, combination of opinions and efforts are seen between the management and the employees to accomplish the organisational vision. To find out the effective approach of transformational leadership, the comparison of the opinions is illustrated below:

1	Willink	Vision setting, team formations, leading, empowerment, go beyond self-interest, capability to dream, imagination and transformation.
2	Michaelis et al.	Setting vision, leading in teams, motivation, creativity, forecasting, imagination, friendly environment.
3	García-Morales et al.	Collective interest, shared vision, followers' participation in collective decision making process.
4	Alimo-Metcalfe et al.	Engagement in decision making process, share the vision, commitment from the followers, demand assessment, transformational culture, fertile environment, involvement of the followers in setting vision, empowering and feedback.
5	Manikandan	Employees engagement in the decision and discussion process, bottom-up approach, environment and culture assessment, planning, leading, communication, win over change, monitoring.
6	Higgs et al.	Planning, arrangement of resources, motivation, team work, group assignment, guiding, time frame.
7	Herold et al.	Long-term relationships, vision, forecasting capacity, leading, commitment of followers, outcome.
8	Merrell	Leading, communicating, learning, measuring, involving and sustaining.
9	Manning	Strategic thinking, leadership, task management, relationships and resources.
10	Ostroff	Performance improvement against mission, win over stakeholders, a road map, a comprehensive approach and be a leader not a bureaucrat.

It is clearly shown from the above table of comparison that change occurs and is managed by the need based contribution of the transformational leaders. Thus, these leaders are responsible for the change of the organisation into a dynamic and challenging entity. After analyzing the above mentioned table, the common qualities of transformational leaders are listed below which are also critical for successful change management:

- i. Engaging the followers in decision making.
- ii. Leading the followers.
- iii. Communicating the issues.

- iv. Empowering the followers to perform the target.
- v. Creating sense of purpose.
- vi. Building new culture.
- vii. Encouraging creativity and searching for hyper performance.

4. Conclusions and Recommendations

4.1. General recommendations:

It is recognized that public service especially civil service is considered as one of the state machineries. More expressly, bureaucracy is solely part and parcel of the development activities of the country. Public organisations are responsible for policy making, policy implementation and public welfare as a whole. In order to lead those important state functions, the administrative leaders of different levels must take bold decisions with enough foresight. In reality, Bangladesh Civil Service is facing leadership crisis in different levels of public organisations. In fact, the Civil Service of Bangladesh is surrogated by improper knowledge, insufficient leadership skills, backdated technical knowhow and poor forecasting capacities. Therefore, some initiatives are required to build sound leadership in civil service. These are given below:

- i. For overcoming leadership crisis, programmes should be initiated to develop leadership in various sectors of the civil service. Developing leadership capacity in civil service can be started from a section of the organisation.
- ii. Formulating and implementing leadership development programme for the mid-level and top level officers of Bangladesh Civil Service.
- iii. Arranging long term training and foreign exposure for the newly recruited and junior officers to be familiar with the development activities.
- iv. Civil Service Act must be enacted to regulate and develop the officers of Bangladesh Civil Service.
- v. Recruitment, promotion and posting policies need to be neutralized, and performance and merit based.
- vi. Performance based reward system must be introduced.
- vii. Neutrality and impartiality in administrative activity must be

maintained by the civil service.

- viii. Public organisations need to create role models and change champions in order to manage the change in introduction of e-governance, IT based service delivery and business process re-engineering. In this respect, transformational leadership should be an appropriate model for the civil service of Bangladesh.
- ix. It is evident that public organisation suffers from substandard performance. Therefore, we must involve, envision and empower the subordinates in the decision making process.
- x. Replacing the traditional bureaucratic culture by democratic and participative culture in the civil service. We need to ensure everybody's voice in the development activities and consider their opinions.
- xi. As an independent country, Bangladesh demands to be pro-people, pragmatic and pro-active culture in all sectors of the civil service. Therefore, creating new culture for facing the challenges of the 21st century should be introduced in Bangladesh Civil Service.

The above recommendations may be referred to the Ministry of Public Administration (MOPA) which is the central HRM unit of the civil service, for taking time befitting leadership development programmes.

4.2. Specific and implementable recommendations:

For translating my theoretical knowledge into practice project, I consider that it can be implemented in my own section. As a member of Bangladesh Civil Service, I am able to work as section officer (section-in-charge) of Human Resources (HR) in the Bangladesh Public Administration Training Centre (BPATC) under the Ministry of Public Administration which is an apex training centre for the officers of all civil servants. It has four regional centres in four divisional head quarters in Bangladesh. In total, the centre has six hundred forty nine staff including officers and employees where HR section deals the personnel matters of these staff. There are sixteen employees working in HR section including head assistant, office assistant, technical supervisor, computer operator, process server and telephone operator. I will practice the process of transformational leadership in the development of HR section. Therefore, the following actions will be taken to demonstrate transformational leadership practices in my day-to-day work as section-in-charge:

- i. Building two teams among the employees in the HR section of Bangladesh Public Administration Training Centre (BPATC). At the same time, developing team spirit to work together among the employees.
- ii. Developing a mission for HR section. Mission includes online service delivery, replacing traditional paper based practice, proactive service delivery, quick response for the clients, serve people as per citizen charter, introduce new ways of service delivery, familiarize new form of ICT and improving existing level of performance.
- iii. Approving the mission from the authority. As introduction of new system in the HR section, proper approval will be fruitful and desired assistance will be expected.
- iv. Involving and integrating the section people with the mission. This step will help to recognize the organisational ownership and target oriented task among the staff.
- v. Arranging practical and theoretical training for the staff to disseminate with the new way of task delivery and ICT system.
- vi. Promoting intrinsic way of motivation to the staff. This type of motivation comprises encourage, performance recognition, reward system, create sense of belongingness, encourage innovation of new process, cope with new technology, use of ICT, new process of service delivery and new way of doing thing. Thus, the staff accepts the new circumstances and recognizes the change for the organisation.
- vii. Demonstrating empathetic relationship with the team members. This relationship will be leading trust and commitment for the organisation, and respect for the leader.
- viii. Influencing the behaviour to build a role model among the employees. Discipline, trust, respect, duly work completion, clarifying issues and friendly relationships are the essence for role model.
- ix. Communicating the instructions received from the higher authority to the employees of the section from time to time. A various means of communication will be utilized like verbal, non-verbal, written, lateral, informal, grapevine, small group communication, computer aided communication and exchange of views.

- x. Distributing the task and allocation of resources to perform the task by the staff. Simultaneously, empowering the staff to perform tasks duly with the mission.
- xi. Identifying monitoring indicators to perform the monitoring activities properly in the section.
- xii. Monitoring the task given to the staff. It helps identifying the error and controlling the circumstances. Monitoring also helps checking the task with the desired target.
- xiii. Confirming constructive feedback from the employees to check the performance level. Feedback ensures needful amendment and flexibility to get better outcomes.

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