
TRANSACTIONAL LEADERSHIP IN NUTRITION PROGRAMS: A REVIEW OF LITERATURE

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ABSTRACT

Purpose of the Study: The objective of this study was to review extant conceptual, theoretical, and empirical literature on transactional leadership, with a view to identify gaps and propose a theoretical model on emerging phenomena in transactional leadership.

Methodology: The study explored the constructs of contingent reward, management by exception, laissez-faire, transformational leadership, and charismatic leadership through an extensive literature review.

Study Findings: The literature review revealed that when transactional and charismatic leadership are applied as moderating and mediating variables, they enhance the effectiveness of transactional leadership.

Conclusion: Based on the findings, further research is proposed to investigate the effect of the different dimensions of transactional leadership when transformational and charismatic leadership are applied to enhance the effects of transactional leadership in nutrition leadership.

Keywords: *Transactional, Leadership, Nutrition, Programs, Literature*

INTRODUCTION

Based on Northouse (2016), various researchers have conceptualized leadership, and the subsequent concepts can serve as concise summaries of these definitions. Leadership is a dynamic process that encompasses shared objectives, exerts influence, and takes place within collective settings. In the context of leadership, there exists a reciprocal influence between the leader and the followers. Weber (1947) initially introduced the concept of transactional leadership, as cited by Robbins and Judge (2017). The rational-legal leadership style, as described by Weber, was characterized by the exercise of control and subsequently evolved into transactional leadership. Burns (1978) subsequently expounded upon the concept of transactional leadership, which he characterized as a method of facilitating social transformation between leaders and followers, wherein leaders provide remuneration to followers in exchange for their efforts.

Bass (1985) further expounded on transactional leadership, which refers to the leader's role in facilitating exchanges. In this role, the leader identifies the necessary actions to achieve the goals. The leader prioritizes the follower's self-concept and esteem needs. As a result of technological advancements, innovation, and globalization, the environment has become complex and challenging. As a result, new leadership theories, such as transactional leadership, have emerged, diverging from traditional ones. Managers employ transactional leadership as a means to exercise control, facilitate organization, and engage in short-term planning. The utilization of contingent reinforcement results in heightened levels of satisfaction and performance among followers. The transactional leader facilitates the achievement of predetermined objectives by providing clear delineation of roles and tasks to followers, while also offering rewards to leaders upon successful goal attainment.

According to Burns (1978), it is argued that transactional leaders ought to possess moral integrity, honesty, accountability, fairness, and a commitment to honoring their obligations. According to Northouse (2016), transactional leadership encompasses a collection of leadership models that center on the interactions that take place between followers and leaders. Transactional leadership is a leadership style that relies on the provision of rewards, wherein the leader offers something in exchange for the achievements of their followers. Within organizational settings, rewards can manifest in various forms such as promotions, training opportunities, performance evaluations, salary increases, or other forms of assignments. Transactional leadership aims to eliminate any

obstacles that hinder the achievement of goals. In order to receive rewards, employees are required to meet the targets established by the management.

Transactional leadership is a leadership style that involves both management and employees engaging in transactions to meet their needs (Bass, 1990; Howell & Avolio, 1993). Transactional leaders refuse to tolerate anything that falls short of the followers' expectations, and in order for the followers to receive any rewards, they must meet the expected standards. The transactional leader prioritizes his own agendas over the needs and personal growth of his subordinates, rather than focusing on the needs and development of individual followers. The adherents comply with the directives provided by the leaders. In transactional leadership, followers are motivated to work either to obtain rewards or to evade punishment.

STATEMENT OF THE PROBLEM

The concept of leadership in nutrition is relatively new and therefore it faces a lot of challenges. Reich and Balarajan (2012) identified the problems facing nutrition as related to coordination, private sector engagement, and insufficient resources. Nutrition was described as having a multiplicity of narratives due to the diverse players with different perspectives. Balarajan and Reich (2016) came up with political economy global challenges affecting governance in nutrition programs, which include lack of institutional home, accountability, coordination, hierarchy, framing, and effectiveness.

There is scarce information regarding the attributes and skills of leaders in nutrition programs and their performance, as well as challenges they experience. Most leaders of nutrition programs are motivated to become leaders by chance through appointments to serve, interest in a particular nutrition problem which they would want to solve, and as a career (Nisbett et al., 2015). In Kenya, nutrition is housed by several government ministries, and gaps have been identified in the coordination and leadership for proper implementation of policies (Government of Kenya, Ministry of Health, 2018). Various international and local organizations are involved in nutrition programs.

In public health programs, including nutrition, the transactional leadership style is commonly applied (Smith, 2015). Exploring the transactional leadership style in nutrition programs will form a knowledge base on the implications of this style of leadership in nutrition. In view of the critical

role of leadership in nutrition programs, the aim of this paper is to explore extant literature on the transactional leadership construct and propose how transactional leadership may be implemented in nutrition programs. The objectives of the paper were to review extant conceptual literature on transactional leadership, review extant theoretical literature on transactional leadership, review extant empirical literature on transactional leadership, identify emerging gaps from the reviewed literature, and propose a theoretical model for modeling the emerging phenomenon from the deployment of transactional leadership.

CONCEPTUALIZATION OF THE KEY CONSTRUCTS

Contingent Reward involves exchanges between the leaders and followers, in which the followers receive rewards for their efforts. It is a tradeoff where followers receive rewards for meeting the expectations of the leader, and these rewards could be in the form of praises, promotions, pay rises and support in trainings or seminars. In transactional leadership the leader has an agreement with the followers on what is expected of them and the types of rewards that accompany the same (Northouse, 2016). Transactional leadership occurs when people get in touch with each other for the exchange of things which are of value. The leader in transactional leadership focuses on organization, supervision and group performance. The leader enhances the compliance of followers through rewards and punishments. In transactional leadership the aim of the leader is to get work done. Transactional leadership works well in crisis and emergencies and where projects need to be carried out in a specific manner (Odumeru & Ogbonna, 2013). Through contingent rewards transactional leaders inspire the followers to be loyal, committed and therefore raise their level of performance (Bass, 1985).

Management-by-exception is the type of leadership in which the leader will apply corrective criticism, negative feedback and negative reinforcement when dealing with the followers. It can be either active or passive. In the active form, the leader monitors the followers closely and corrects them for any mistakes noted. The leaders are keen on enforcing the rules to avoid any mistakes (Bass, 1997). In the passive form, the leader will only intervene when violation of the regulations and standards have occurred. This kind of leadership is seen in work performance appraisals whereby employees only realize their mistake when the results of the appraisal are given to them. In Laissez-Faire there is no form of leadership. The leader is hands-off, and they do not take responsibility, delay decisions, give no feedback and make no effort to follow the followers.

Exchanges between the leader and the followers do not exist (Northouse, 2016). The leaders are inactive, avoid making any decisions, and they are absent when needed. The leader does not hold any meetings, has no long-term plans and makes no contact with the followers.

OTHER EMERGING CONSTRUCTS

Transformational Leadership

Transformational leadership is described as a process which brings change to people and transforms them. Transformational leadership focuses on values, emotions, ethics and long-term goals. It transforms followers to work to achieve more than what is expected of them. Both the leader and the followers are in a transformational process (Northouse, 2016). In transformational leadership the leader engages with the followers in a way that raises their morality and motivation levels.

Charismatic Leadership

Charisma describes a special personality trait possessed by some individuals which helps them to do certain extraordinary things. Charismatic leaders have characteristics which make them stand out as leaders such as strong desire to influence, dominance, self-confidence and moral values. Charismatic leaders act as strong role models for the followers, they are competent, articulate goals, high expectations for followers, and arouse task relevant motives among followers (Northouse, 2016). Charismatic leaders emphasize the intrinsic rewards of work rather than the extrinsic ones. Leaders have high expectations of the followers and lead them to gain high levels of confidence and self-efficacy. Charismatic leaders move followers to a state where they feel a sense of belonging in the organization thus enhancing their performance.

THEORETICAL REVIEW

Transactional Leadership Theory

Transactional leadership is an exchange between the leader and followers which is dynamic. The leader sets the goals to be achieved and monitors the performance of the followers. The rewards to be given when expectations from the followers are met are decided by the leaders. The exchange is meant to enhance the compliance of followers in meeting their obligations to the organization (Keskes, 2014). As described by Bass (1985), a transactional leader works with a certain culture,

prefers to avoid risks, focuses on efficiency and takes control of the organization processes. The expected outcome in transactional leadership is performance beyond expectation. Burns (1978) as quoted by Reid & Dold (2018) developed the concepts of transactional leadership. Burns describes transactional leadership as a management practice in which the authorities and subordinates enter into agreements. Those in power and the employees enter into transactions for exchange of valuables whereby the organization benefits from the labour and loyalty from the employees, while the employees' benefits come from salaries, other emoluments and the use of resources belonging to the organization. In transactional leadership the parties involved must honour their commitments, and this calls for honesty, fairness and responsibility. Transactional theory is based on the fact that followers require a structure and a directive approach for them to work effectively.

Administrative Theory

The administrative management theory was proposed by Henry Fayol in 1916 whose emphasis was on organizational management and people behaviours. Fayol shared the importance of efficient planning, organizing, commanding, coordinating and controlling in management. The administrative theory follows a top-down approach in the organization and is therefore effective in organization structures with power streaming from top to bottom. Fayol stated that management can be applied in any organization, it can be learnt, and therefore it should be taught as a subject (Ivancevich, 2013). The evolution of management emerged at the beginning of the 20th Century with the aim of reducing chaos in organizations so as to enhance efficiency. The main use of management was to plan, organize, controlling and staffing. Managers get things done using other people, they make decisions, allocate resources and guide the activities of others in order to attain goals (Northouse, 2016). Managers work with people in organizations in order to achieve goals. Managers provide order and consistency in an organization, whereas leadership aims to bring change and movement. Management involves rule orientation, short-term planning, extrinsic motivation, orderliness, safety concerns and timeliness. According to Kotter (2006), managers focus on short-term goals, avoiding risks and establishing standardization for efficiency. Managers follow the transactional leadership style whereby employees are paid for work done. In order to be effective as a manager one needs to have the skills of human, technical and conceptual (Algahtani, 2014). In addition, the manager should also possess qualities like organization, good

communication, negotiation and delegation. Managers have to make use of their power to exercise control in an organization.

Charismatic Theory

Weber (1947) describes charismatic leaders as those who possess special personality characteristics which give the individual exceptional powers which make them to be considered as leaders. The followers endorse the charisma in the leaders. In charismatic leadership the leader develops the vision for the organization and the followers execute it. Charismatic leadership gives room for creativity and innovation, thus raising the motivation of followers. Charismatic leadership does not develop the followers to take up leadership as they are solely dependent on the leader (Khajeh, 2018). Charismatic leaders possess the personality traits of dominance, self-confidence, desire to influence and strong moral values. Charismatic leaders have been found to be strong role models of their values, they are competent, and they articulate their goals. Charismatic leaders have high expectations of the followers and expect them to perform extremely well. The followers trust the leader and they obey them, and they are keen on goal attainment. Charismatic leaders lay emphasis on intrinsic rewards of work and the followers view work as an expression of themselves (Northouse, 2016). Followers are made to feel that they are part of the organization.

Transformational Leadership Theory

Different scholars tried to explain the concept of transformational leadership (Bass, 1985; Burns, 1978; House, 1976) as described by Northouse (2016). Bass (1985) suggests that transformational leadership focuses on the follower more than on the needs of the leader. Transformational leadership style can work well where performance is not very effective. Bass explains that transformational leadership contributes to the motivation of followers and develops them to reach their full potential and thus enhance their performance. Transformational leaders possess ideals and values which they use to motivate the followers so that followers work for the organization's good (Kuhnert, 1987). According to Bass (1985) transactional and transformational leadership work in a continuous phenomenon which works to improve outcomes in organizations. Transformational leaders motivate followers to work for the enhanced performance of the

organization by making use of the components of individualized consideration, charisma, intellectual stimulation and inspirational motivation (Hin et al., 2012).

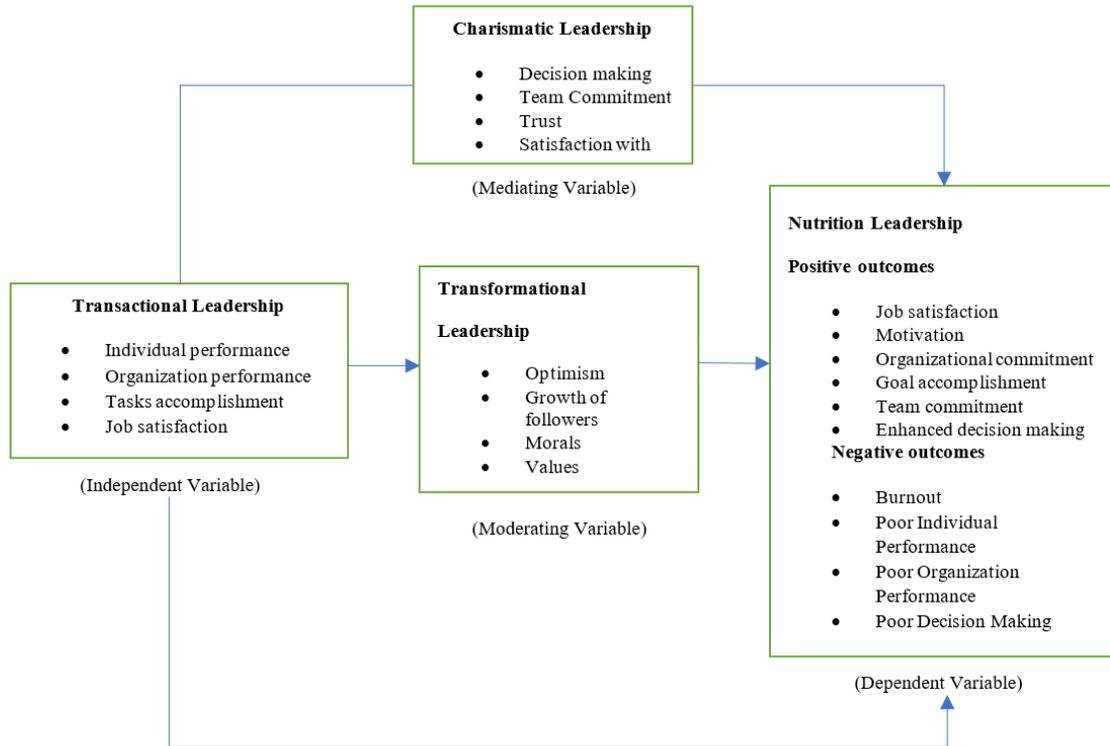


Figure 1: Theoretical Model

EMPIRICAL REVIEW

The mechanisms which link job satisfaction and transformational leadership among employees were investigated by Puni et al. (2018) by finding out how contingent reward affected relationships. It was found that intellectual stimulation and idealized influence dimensions of transformational leadership were positively related with job satisfaction when contingent rewards were given. This augmented available literature by establishing that contingent reward is a moderator between job satisfaction among employees. Jiang et al. (2019) developed a mediation model in which anxiety attachment and avoidance mediated how job security, job performance, burnout, and organization citizen behaviour among the followers are related to contingent reward. Meaningful work was found to be a moderator between contingent reward and anxiety attachment and avoidance. Meaningful work enhances the relationship between avoidance and anxiety, and contingent reward. A significant positive relationship between contingent reward, organizational

performance and democratic leadership has been found when contingent rewards was used as a moderator (Hilton et al. 2021). The motivation to carry out tasks which is reflected through interest and enjoyment has been found to be higher in intellectual stimulation and contingent reward, which leads to enhanced task performance among employees (Robinson & Boeis, 2016). Intellectual stimulation and contingent reward impacts followers who enjoy their tasks and are willing to put extra effort in their tasks. Performance for pay has a positive relationship with performance reward expectancy of employees, and this is further enhanced by profit sharing and contingent reward (Han et al. 2015). This means that job performance can be improved by high levels of contingent reward and profit sharing among individual employees.

Findings from studies have shown that active management by exception is significantly related with the fulfilment of basic needs (Hetland et al. 2011). Transactional leadership fulfils the basic needs under Maslows hierarchy of needs. Management-by-exception has a positive impact on employee reconfiguration and sensing capability, and plays a role in managemnt of collaborative innovation in technological innovation alliances as sited by Xu and Wang (2017). Ivey and Kline (2010), posit that the expectation of the follower's moderate's management-by-exception leadership, and concluded that followers have expectations regarding their leaders and perceptions on what behaviours their leaders should portray. Lack of active management-by-exception from the leader may affect the followers' job satisfaction negatively. Hasija et al. (2019) state that leaders who practice active management-by-exception leadership style gain respect and goodwill from the followers and this leads to improvement in organization performance. When transactional leadership style is used in international development projects (IDP), active management-by-exception was found to affect the IDP success directly and indirect (Sane & Abo, 2021). Thus, specifying the dimensions of transactional leadership helps to capture the specific mechanism that links transactional leadership to the effects.

The associations between Laissez-Faire, transactional, transformational and autocratic leadership styles, in the prediction of perceived workplce ostracism among frontline workers, showed that Laissez-Faire, transactional, and authoritative leadersip styles have a positive association with workplace ostracism (Kanwal et al., 2019). Destructive leadership styles have been associated with poor work motivation and negative impact on employee health (Trepanier et al., 2019). Destructive leadership styles of tryrannical and laissez-faire contribute to burnout, poor job performance,

frustration and affective commitment among employees. The laissez-faire leadership style has a positive relationship with avoidance in decision-making as well as interactive dependence and avoidance leadership styles (Verma et al., 2015). Decision-making and leadership style are key in organizational performance at all levels in both private and public sectors. Laissez-faire style of leadership has also been positively associated with emotional exhaustion and high levels of burnout among employees were associated with laissez-faire leadership style (Zopiatis & Constanti, 2010). Negative relationships between laissez-faire leadership style and legitimate absenteeism have been found among employees who tended to be absent from work when they were well and at work when sick (Frooman et al., 2012).

Chan and Mak (2014) describe the effect of transformational leadership style and organizational commitment and the pride of following the leader as moderated by normative and affective commitment. Transformation style of leadership has been positively related with normative and affective commitment, and pride in being a follower. The Transformational leadership style has been found to have a strong positive relationship with team performance (Jaroliya & Gyanchandani, 2021). Thus, organizations can make use of transformational leadership style for enhancing team and organization performance, and productivity of organizations. Mesu et al. (2015) found that when directive and participative leadership styles were used as moderating factors in transformational leadership, there was a positive relationship between transformational leadership and organizational commitment for service Small and Medium Enterprises (SMEs), with enhanced organizational commitment. Both transactional and transformational leadership styles are significantly positively related to job performance among employees, which varied with age, gender and level of education (Mickson & Anlesiny, 2019).

Huang et al. (2005) have posited that charismatic leadership style has direct and indirect effects on the performance of employees in terms of putting extra effort in their work, satisfaction with the leader and commitment to the organization. Charismatic leadership was found to have a positive influence on outcomes of employee performance. Charismatic leadership promotes innovation through team identity and commitment, as it encourages cooperation among team members by allowing them to take part in decision-making and express their ideas (Paulsen et al., 2009; Ekmekcioglu et al., 2018). The dimensions of charismatic leadership of a strategic vision and articulation skills, and sensitivity to the needs of members have a significant positive effect on

teamwork. Lindblom et al. (2016) have postulated that charismatic leadership contributes to a strong positive relationship between self-efficacy, job satisfaction and identification with the organization among frontline employees. Groves (2006) posits that there is a strong relationship between how the leader expressed themselves emotionally and visionary leadership. The emotional expressivity of the leader moderated the relationship between visionary leadership and the level of organizational change. High emotional expressivity skills in visionary leaders were associated with great organizational changes.

METHODOLOGY

The study employed an extensive literature review approach to explore the constructs of transactional leadership, including contingent reward, management by exception, laissez-faire, as well as transformational and charismatic leadership styles. The literature search was conducted using electronic databases such as Google Scholar, EBSCO, PubMed, ResearchGate, and other relevant sources. The search focused on identifying conceptual, theoretical, and empirical literature related to transactional leadership and its various dimensions. The literature search utilized keywords and phrases such as "transactional leadership," "contingent reward," "management by exception," "laissez-faire," "transformational leadership," "charismatic leadership," "nutrition leadership," and combinations thereof. The search results were filtered to include only peer-reviewed journal articles, books, and credible publications. The selected literature was critically analyzed, synthesized, and organized according to the identified themes and constructs. The review aimed to identify existing gaps in the literature and propose a theoretical model that incorporates the emerging phenomena related to the application of transactional leadership in nutrition programs, particularly when combined with transformational and charismatic leadership styles.

FINDINGS OF THE STUDY

Bradds et al. (2018) found that when participants in a learning program had high skills of leading others and self, confidence in management of change, confidence in decision-making while engaging with staff and patients, compared to those who were not in a training program. Participants in the learning program showed better leadership outcomes, measures of workplace culture and engagement with positive outcomes in leadership. Kalita and Mondal (2012) found

that integration of health and nutrition programs led to improved community participation in self-governance, monitoring of government programs by communities resulting in improved services. Integration of services can result in efficiency, accountability and improved service delivery and quality.

Arensberg et al. (1996) assessed the leadership qualities of managers in clinical nutrition and their relationship with demographic variables such as training, period of time they have been managers, number of staffs they supervise, practice and income activities they are involved in. Clinical nutrition managers were found to be practicing transformational leadership style and visionary culture. Transformational leadership enhances organizational performance.

Studies by Dadaczynski et al. (2020) to assess the leaders' level of health literacy in schools and how it affected the implementation of holistic health promoting (HPS) approach, found that a high percentage of school leaders possessed limited health literacy, and this was significantly higher among the male leaders. HPS competences and HPS attitudes were associated with lower levels of HPS implementation. They concluded that promoting health literacy among the male school leaders would contribute positively to the implementation of HPS. Studies have shown that leaders have challenges in the introduction, implementation, integration of policies and interventions. Capacity building for the local leaders is required for success in the implementation of complex nutrition interventions (Shah et al., 2019).

In transactional leadership the leader's concern is goal accomplishment, and the followers have to follow the rules and perform their tasks as they are expected to do. Transactional leadership can be applied in organizations to enhance performance (Benmira & Agboola, 2021). Transactional leadership is bureaucratic, and it does not allow creativity and innovation. The leader wants to maintain the status quo and is not focused on change (Al Khajeh, 2018). Transactional leaders mainly focus on supervision, organization and group performance, and their main concern is compliance of the followers. However, transactional leadership works very well in delivery of goals and in organizations with static cultures when the constructs of contingent reward and active management by exception are applied (Puni et al., 2018; Hasija et al., 2019)). Some scholars are of the opinion that transactional leadership style cannot fully develop the leadership potential in an individual, as it does not encourage creativity and innovation. Transactional leadership has been

associated with burnout, reduced work commitment and low job satisfaction when the non-transactional laissez-faire leadership style is applied (Zopiatis & Constanti, 2010).

Transactional leadership has high levels of expectation between the leaders and followers, and it has a high positive impact on the performance of organizations (Al Khajeh, 2018). Transactional leadership works to maximize organizational and employee capabilities since the employees are able to achieve both the intangible and tangible rewards. However, transactional leadership does not allow for innovations or creativity and the employees may not be able to utilize their talents fully. When transformational leadership components of individualized consideration and intellectual stimulation are applied together with transactional leadership, it leads to increased job satisfaction, motivation of followers and organization commitment (Robinson & Boeis, 2016; Chan & Ma, 2014). Transformational leadership moderates the effects of transactional leadership thus enhancing organizational performance.

CONCLUSION

The purpose of this paper was to review conceptual, theoretical and empirical literature on transactional leadership and propose a theoretical model on the emerging phenomenon. From the literature it is evident that transactional leadership can be effective in organizations as it leads to goal attainment and job satisfaction. Transactional leadership has been associated with negative outcomes such as burnout, increased job turnover, employee dissatisfaction. However, when transformational leadership is used as a moderator in transactional leadership positive outcomes such as job satisfaction, improved individual and team performance, employee motivation is observed. This paper has contributed to knowledge on the constructs in transactional leadership and indicator on their measurement. Further research is proposed on the effect of the different dimensions of transactional leadership when transformational and charismatic leadership are applied as moderating and mediating variables to enhance the effects of transactional leadership in nutrition leadership.

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