

A Strategic Assessment of the Transformational Leadership of Procter and Gamble as a Correlate of the Company's Overall Cultural Epithets

Edinamobong G. ETON
55 Keynes Road
Cambridge, United Kingdom
CB5 8PP

ABSTRACT

The research was carried out to strategically assess the transformational leadership of Procter & Gamble as a correlate of the company's overall cultural epithets. It examined the level to which leadership attributes are evident in the company's culture and its association with the existing culture. The research was designed in a qualitative method, mainly utilizing social constructs and theoretical relationships to explore the variables of interest. The use of mainly secondary sources of data facilitated inductive and deductive thematic analysis using NVivo version 11. Patterns and trends from the sourced data were identified and utilized to identify common themes from various authors' studies reviewed. Based on established themes, research questions were answered, referring to the objectives. Data collection and collation were facilitated with the aid of Nvivo version 2011. The search for data was enabled through the Anglia Ruskin library. Bibliometric databases include Emerald Insight, Science Direct, and Google Scholar. The sourced data amounted to various documents available in a wide variety of articles and journals. Out of about 10 major informative materials, five (5) articles were selected for the analysis as they represented the most focused and most recent data regarding transformational leadership at Procter & Gamble. Due to the thematic nature of this research analysis, with the permission of the research supervisor, the major findings from the five datasets are being merged into the same chapter as the analysis of the data. Conclusion was made in the study that P & G is deeply imbedded in transformational leadership behaviour that correlates with the assumption and principles of transformational leadership. Therefore, the assumption that the company had established a culture based on a charismatic approach was corroborated.

KEYWORDS: Procter and Gamble, Transformational Leadership, and Organisatioanal Culture

Introduction

Leadership means different things to different people around the world. It could be said that effective leaders are people who motivate, inspire, manage, deliver, build, and coach other people for a desired purpose. In other words, leadership needs influence. Leadership is defined as the ability to influence other people to move in one direction (Carmichael, et al., 2011). Key variables in these definitions include capability, influence, other people, and directions, whereas a common denominator in all the definitions remains the ability to create or make influence. The level of influence exerted by an individual in a given organisation is contingent on many factors, such as the power to lead, the ability to

lead, and the theoretical underpinnings upon which leadership is construed. Leaders' role towards organisational development can be perceived from the charismatic and architectural stand points (Carmichael, et al., 2011).

The charismatic element of leadership involves setting up and gaining support for a vision and direction. Moreover, it entails energizing people and gaining support for causes that the leaders believe are important and deserving of being done. Whereas the architectural role concerns building an organization and an adequate organization structure system and controlling a rewarding system. The development and application of both aspects of leadership in an organization, however, depends on the paradigm of leadership in which the strategic business values and core goals are embedded. As such, business success is closely correlated to the leadership strength, theories, and strategic implementation plans that define the culture of an organization. This major project aims to investigate Procter and Gamble's (P & G) leadership abilities in order to understand how transformational leadership influenced the company's culture. Yukl (2006) defines leadership as the process of influencing and teaching other people how and why certain things are accomplished. Cummings (2012) defines leadership as "being able to see the present for what it really is, see the future for what it can be, and then take action to close the gap between today's reality and the preferred future of tomorrow". Bass and Riggio (2006) then posit that "transformational" leaders raise the performance expectations of their followers and move them to a higher level of aspiration. Thus, this study aims to explore the impact of transformational leadership on organizational culture, using the company of Procter and Gamble (P & G) as a case study. The research depends on primary peer-reviewed research, articles, and extracts on transformational leadership at P & G and its influence on organizational culture. The background of this work examined closely the concepts and principles of transformational leadership and its subsequent effects on the overall culture at P & G.

Objectives of the Study

The main study aim is to examine the influence transformational leadership on the organisational culture of Procter and Gamble. Specifically,

To understand the relationship between the transformational leadership of P&G and the company's overall cultural epithets.

Research Question

What is the relationship between the transformational leadership of P&G and the company's overall cultural epithets?

Conceptual Review

Concept of P&G

Procter and Gamble (P & G) is an American multinational consumer goods company founded by William Procter and James Gamble with its headquarters in Ohio, USA (P & G, 2015). It specializes in the production and sales of personal care products, cleaning agents,

household utilities, and even beverages. Founded in 1837 and serving all areas of the world (except for Cuba and North Korea), P&G has a global employee capacity of about 118,000 people (P&G, 2015). As of July 2014, the company structure has been categorized into four sectors and five Selling & Marketing Organizations (SMOs), which includes: (a) Beauty Care, (b) Baby, Feminine, and Family Care, (c) Fabric and Home Care, (d) Health and Grooming, and located in; Asia, Europe, India/ Middle East /Africa (IMEA), Latin America, and North America. P&G maintains a high standard of "customer-dedication" (P&G, 2014) and customer satisfaction; the company offers the best quality of consumer goods and personal care products available. This aim is achieved by the steady operational functions performed at the P&G shops; cheerful staff, prompt solving of technical problems, discounts for patronage, and bonanzas (P&G, 2015). This phenomenal approach embedded in a unique leadership style of P&G, distinguishes the standard of its operations, as employees fully immersed into this aim; hence, its strapline "touching lives, improving life" (P&G, 2015).

Procter and Gamble are well known to operate with the notion of customer satisfaction as a prior objective (P & G, 2015). Embedded with a core people friendly and customer-focused model of service delivery, P & G accrued a total revenue of 83.06 billion dollars at the end of 2014 alone (P & G, 2014). Over the years, several results have demonstrated the effectiveness of their strategies in terms of performance. In revenues, P & G recorded a profit of 78.9 billion in 2010, 82.5 billion in 2011, 83.6 billion in 2012, 84.2 billion in 2013, and 83.06 billion in 2014 (P & G, 2015). Additionally, the organization was ranked #1 on Fortune's list of "Top Companies for Leaders" (Soaps and Cosmetics division) and #31 on Barron's list of "World's Most Respected Companies" (P & G, 2015). P & G conducts over 15,000 research projects a year, touching over 5 million consumers in over 100 countries and spending \$350 million on in-home consumer research. As at 2010, P&G was investing \$2 billion annually into overall consumer research (P&G, 2010). This demonstrates the company's commitment towards quality customer service delivery. Other brands in its distribution include Gillette, Tide, Febreze, Olay, Oral-B, Venus, Always, and many more. The company aims to cater largely to consumers across all borders. This leads to a stellar accomplishment in the sector of customer satisfaction and, thus, overall productivity (P & G, 2014). The rationale behind this research is to determine the extent to which transformational leadership has influenced the company; to understand what constitutes the strategic business plan of P & G as well as leadership dynamics that set them at par with and among the league of global leaders across all four SMOs.

Concept of Transformational Leadership

As a theory, transformational leadership is an integrative leadership theory that was developed by looking at traits, behaviour, and contingency approaches to leadership (Cilliers and Vinger, 2006). The theory is both popular and current, as it is reportedly being increasingly adopted in organizations around the globe (Khan, Rehman, and Fatima, 2009). Developed by Burns (1978) and then remodelled by Bass (1985), the theory became a tool and framework sample in organizational strategy planning and leadership around the world (Belias and Koustelios, 2014). Quite unlike transactional leaders, who focus on organizational gains and profit, transformational leadership implies a humanistic strategic

approach towards leadership. Transformational leadership implores a multi-dimensional approach to business with the objective of role modelling. Transformational leaders inspire, support, motivate, encourage, and challenge their followers (Braun, et al., 2013). One study stated that transformational leaders are meant to encourage the followers to go the extra mile in completing a task and do more than is required in a particular task (Birasnav, 2014), while another study adds that transformational leaders are also meant to be proactive and assist the followers in reaching further and attaining extra or unprecedented goals (Utley, Anderson, and Atwell, 2011).

Pierce and Newstrom (2008) advise that for leaders to be able to do this, they will have to engage in a particular set of behaviors; they will have to be fair, goal-oriented, supportive, passionate, and selfless in order to help followers strive for more in the long run. This is in concordance with the assertion of Bass et al. (2003), who stressed that potential transformational leaders focus on social values in order to shape the dedication, loyalty, and commitment of followers. Similarly, Kinicki & Kreitner (2008) also add here, stating that transformational leaders could potentially deliver a new image of the future and create a new commitment to this new image through social values exhibited with their followers.

Transformational Leadership and Organisational Culture

A research study on voice behaviour by Liu, Zhu, and Yang (2010), highlighted that transformational leadership has positive effect on employees' extra role behaviours including voice behaviours via employee identification (personal and social identification). This voice is a type of extra-role behaviour. There are three inherent characteristics of voice behaviour; discretionary (not required or outlined in job description), challenge-oriented (with the aim of changing the status quo and making constructive changes, and potentially risky (could be associated with discomfort, may gain a negative public image, or may damage relationships with others and destroy social capital). Because voice behaviours are of a high-risk nature, employees and followers are more likely to remain silent than voice their opinions (Milliken, Morrison and Hewlin, 2003). They basically must make decision before speaking, after weighing the cost-benefit ratio of their voice behaviour (Liu, Zhu and Yang, 2010). This means that the cost or benefits of voice may depend on whom employees and followers speak to. The primary focus is employee voice towards the line managers (Detert & Burris, 2007). This literature supports the view that for employees to feel comfortable speaking up in the workplace, line managers ought to create a conducive atmosphere for voice behaviours to be expressed (Liu, Zhu, & Yang, 2010). Transformational leadership should promote or encourage voice behavior within an organization (Bass, 2003), which is attained through inspirationally motivating, re-examination, and appraisal of work and organizations, as well as making invaluable suggestions and recommendations.

Empirical findings have suggested that transformational leadership promoted through line managers has positive effects on employees' voice behavior. Detert and Burris (2007) conducted two survey studies on a chain of restaurants and found that transformational leadership practices were positively associated with the liberty of speech existing between line managers and their supervisors. The managers provided an atmosphere of

transparency, freedom, and trust, enabling a free flow of communication whenever This agrees with the report by Shin and Zhou (2003), who reported that transformational leadership was "positively" related to follower creativity and innovation behavior. Accordingly, findings from these studies suggest that transformational leaders can raise the subordinates' aspirations and activate their high-order values so that the subordinates will "transcend their own self-interest for the sake of the organization (Yukl, 1989). Inferring from this, it could be argued that transformational leadership, exercised through line managers, is positively associated with employees' voice behavior (Gregory and Levy, 2011). Nonetheless, scholars across the globe believe that transformational leadership would be a great choice of leadership style, especially for large organizations (Tatoglu, Demirbag & Erkutlu, 2008). Although other styles of leadership may be geared towards achieving a defined goal, transformational leadership results in performance that goes beyond expectations, thus leading organizations to constantly triumph (Limsila and Ogunlana, 2008).

Emotional intelligence comprises five characteristics, namely: understanding one's emotions, knowing how to manage them, emotional self-control, understanding others' emotions or empathy, and managing relationships (Cherniss, 2010). Emotional intelligence is a prerequisite for successful leadership. It is believed that individuals (managers) with high emotional intelligence would be more likely to use transformational behaviors. Leaders or line managers who can manage their emotions and display self-control could serve as role models for followers, thus enhancing trust. Emotional intelligence emphasizes understanding others' emotions (O'Boyle, 2011). Leaders high in emotional intelligence would be ideally placed to realize the extent to which followers' expectations could be raised, which is a hallmark of inspirational motivation (Cherniss, 2010). In addition, a major component of individualized consideration is the ability to understand followers' needs and interact accordingly. Therefore, leaders and line managers high in emotional intelligence would likely manifest this trait (Mills, 2009).

Methods

The interpretative qualitative research design is used in this study because it provides a wide range of data collection options and flexible analysis techniques. The scope of this research recedes with P & G. As such, data for this academic research was drawn from peer-reviewed research, articles, grey literature, and excerpts from bibliometric databases and textbooks, including Wiley Library, The Journal of Business Management, Procter & Gamble main website, Google scholar, and other sources from Anglia Ruskin University Library websites. These publications and research tools are globally accredited, and so the information gotten from them is considered reliable and valid. Initial searches on each bibliometric database ran from 2005 to present (2016) and entailed holistic searches using specialized key words. Keywords streamline search outcomes by retrieving the right recourse sorted for time efficiency.

Established key words were used, such as P & G, transformational leadership, and organizational culture. The use of Boolean operators facilitated adequate retrieval of the right data in batches and in accordance with the imputed search phrases and eligibility

criteria considered at each level of the search strategy. The scope of search is limited to P & G Company, therefore studies included in this research were published between the years 2005-2016 and accessed via the selected databases stated above. The time frame was set in such a manner that the information gotten would be recent in order to make inductions and deductions that would be based on recent developments. Based on these key outcomes, 12 studies seemed eligible for consideration and were retrieved from their original sources. Of these, six were excluded for reasons such as generalized views of the social advancements of the company instead of an in-depth look, focus based solely on yearly prospects and financial aspirations of the company with no correlation to cultural influences as an outcome variable. A detailed appraisal of the other six studies was conducted to determine the study validity and reliability based on the stated exclusion criteria evident in table 1.0. Finally, these data were incorporated into a detailed thematic analysis in accordance with the research objectives.

In an inductive-based action research project, data analysis and synthesis were explored with the goal of collating, gathering, organizing, applying systematic coding, interpreting, and making sense of the pattern and trend of information from secondary data within the scope of the research question. Themes were coded in a consistent and systematic frame—underpinned by thematic analysis principles and procedures. Thematic analysis entails the identification and application of codes and themes to discuss patterns found in the data or variables of interest. Within the construct of thematic analysis, direct observation—content data and inferential application—latent data are inter-changeably used to understand phenomena of interest. Bearing this in mind, transformational leadership and organisational culture, which are the focal points of this case study, inspired the content and latent data analysis utilised in the current qualitative research. The writing up phases entailed weaving together the analytic narrative and vivid data extracted to produce a coherent and persuasive account contextualized in terms of the existing literature and the main research objective.

Data Presentation

Following data collection from participant in a primary research data, sorting is pivotal to ensure that the data collected of choice and well representative of the population setting. This process facilitates the identification of missing data, incomplete form and others. In the secondary data however, presentation of the characteristics of these data enables critical appraisal of the data presented to ensure that they are sufficient and well representative within the scope of the study.

Figure 1: Selected Themes for the Analysis

Themes	Extracts
1). Leadership structure/ strategic management approach of P&G.	<p><i>“These days, the embeddedness of sustainability and goals in P&G’s business starts at the highest organisational level and cascades via the various business units to every employee” (Riccaboni and Leone, 2010 p.6).</i></p> <p><i>“The author says that, even though relies on centralisation</i></p>

	<p><i>(especially with reference to the unique sustainability plans and performance measurement systems), the integration of OGSM and its cascade mechanism allow the management of the trade-offs between instances of coordination and control (pushing centralisation), and instances of autonomy and adaptation to local realities (pushing decentralisation) (Riccaboni and Leone, 2010 p.18).</i></p> <p><i>“The company has an ‘Objectives, Goals, Strategies, Measures’ (OGSM) system” (Riccaboni and Leone, 2010 p. 16).</i></p> <p><i>“We wanted to open dialogue and increase understanding through a balance of advocacy inquiry” (Lafley and Martins, 2013 p.7).</i></p> <p><i>“Goals are reviewed annually in the amount they coincide with the goals communicated to shareholders” (Riccaboni and Leone, 2010 p.16).</i></p> <p><i>“We wanted to foster a team-like approach that would allow the CEO to collaborate with the presidents and to help advance their thinking in real time” (Lafley and Martin, 2013 p.4).</i></p> <p><i>“We wanted to create useful dialogue in a place of a one-way, bulletproof presentation” (Lafley and Martin, 2013 p.14).</i></p> <p><i>“P&G has developed a more forensic and dispassionate ‘possibilities-based’ approach”.</i></p> <p><i>“ We knew we had to reinvent the process entirely, to actually focus on strategy rather than on budget negotiations or product and marketing execution” (Lafley and Martin, 2013 p.4).</i></p> <p>case of P&G, the company developed in a new dialogue-driven approach to creating, reviewing and communicating strategy, in which the process of assertive inquiry, as opposed to more conventional advocacy, came to play a key role, while among the most interesting measures that it introduced”.</p>
<p>2). Attributes of Transformational Leadership.</p>	<p><i>“Supervisors who adopt an individual consideration approach will foster more effective coaching relationships in the eyes of their subordinates” (Gregory and Levy, 2011 p.81).</i></p> <p><i>“It is the general contention of this article that good coaching relationship sets the stage for effective coaching and that, ideally, good coaching leads to improved performance” (Gregory and Levy, 2011 p.81).</i></p> <p><i>“Overall, the results of the current study indicate that supervisors can help nurture high quality coaching relationships by leading with individual consideration”</i></p>

	<p><i>(Gregory and Levy, 2011 p.80).</i></p> <p><i>“build from within’ philosophy, lies a strong training program that offers all employees the opportunity to progress through the organization—vertical and horizontal development. (Pollitt, 2011 p.12).</i></p> <p><i>“This ‘internal emphasis’- i.e, having everyone within the organisation be aware of the company’s commitment to sustainability and the processes put in place to facilitate social responsibility” (Riccaboni and Leone, 2010 p.16).</i></p> <p><i>“Recognition shares’ are the highest accolade, awarded for extraordinary employee performance worthy of emulation by others in the organization” (Pollitt, 2011 p. 12).</i></p> <p><i>“On-the-spot’ recognition informally recognizes behaviour such as strong teamwork. This recognition can be in the form of a personal thank you, a handwritten note by senior management or thanking the employee in the presence of the rest of the team” (Pollitt, 2011 p. 12).</i></p> <p><i>“A formal performance evaluation is made quarterly by each employee’s supervisor. A comprehensive assessment on progress in the achievement of the overall corporate goals is made quarterly and is summarized in a formal document in which the chief executive officer communicates the progress made to employees and investors” (Riccaboni and Leone, 2010 p.18).</i></p> <p><i>“the results of the current study suggest that perceived empathy may be an important component in subordinates’ perceptions and experience of coaching relationships and that subordinate perceptions may be more important than supervisors’ self-reported behaviours” (Gregory and Levy, 2011 p.81).</i></p> <p><i>“Hypothesis 6 posited a meditational model in which the effect of supervisor transformational leadership on PQEQR works through subordinate trust” (Gregory and Levy, 2011 p.79).</i></p> <p><i>“Employees who take on assignments in different countries can choose to remain at their home base. ‘This flexibility ensures that we have the best person in a certain role, regardless of individual mobility’, said the spokesman. ‘This increases the level of engagement and performance of the individual employee” (Pollitt, 2011 p. 13).</i></p>
<p>Innovative Culture of P&G</p>	<p><i>“Most employees, including senior managers, work in an open-plan environment. This means that, like everyone else, senior managers can be approached by anyone in the organization at any time” (Pollitt, 2011 p.11).</i></p>

	<p><i>“The next level is the “power of you program, which is designed to provide flexible, simple and consistent recognition of both employee and team performance by offering merchant gift certificates” (Pollitt, 2011 p.12).</i></p> <p><i>“We had three reasons for the shift in process. First, we wanted to shift the culture of the organization to one that was more dialogue oriented. Second, we wanted to create a structure in which the business teams could truly benefit from the experience and cross-enterprise perspective of senior leaders. And finally, we wanted to build the strategic-thinking capabilities of P&G’s executives, asking them to practice thinking through strategic issues with others in real time” (Lafley and Martin, 2013 p.5).</i></p> <p><i>“P&G introduced a number of new consumer-research methodologies, a more open approach to innovation (Connect and Develop), and a more formalized brand-building framework”.</i></p> <p><i>“At innovation programs, the question was, how does the product innovation portfolio fit with where you’re going to play? How does it advance how you’re going to win?” (Lafley and Martin, 2013 p.8).</i></p> <p><i>“The new strategy review meeting structure and new inquiry culture, as part of an annual pattern of meetings and interactions on strategy, created a new norm for communication between leaders and their teams throughout the organization” (Lafley and Martin, 2013 p.8).</i></p> <p><i>“It went from a formal presentation- by the business to corporate leadership-to a dialogue focused on a very few critical strategic issues identified in advance” (Lafley and Martin, 2013 p.5).</i></p> <p><i>“The kind of dialogue we wanted to foster is called assertive inquiry” (Lafley and Martin, 2013 p.6).</i></p>
--	--

Based on thematic analysis approach the data collated and presented in table 1 above, data were analysed in the following phased. Reading of the five included and eligible article offered in-depth identification and understanding of the operational definition of terms of transformation leadership as it applied to P&G. The imported data also known as sources to Nvivo pro 11 trial version. Using Nvivo version 11, the reading of five PDF sources. Nvivo version 11 from QRS international is a software for qualities research of kinds that facilitate adequate organisation, planning, data management—import and export of raw primary and secondary data and visualization of research finding and has been

corroborated in past literature as an effective tool for literature and data analysis for qualitative research (Bazeley and Jackson, 2013). Reading of the primary studies otherwise known as sources facilitated comprehension of the contextual underpinning of transformational leadership and its influence on the culture as it applied to P&G. Furthermore, it enhanced familiarization with the content as a prerequisite for data analysis and coding (Bazeley and Jackson, 2013; Bergin, 2011 and Siccama, and Penna, 2011).

Familiarization is a common step in all forms of qualitative data analysis. Researcher must be fully immersed in and become intimately familiar with their data; reading and re-reading the data and noting relevant observations that contribute to the outcome of interest (Braun and Clarke, 2013; 2006). Upon this backdrop, the five included studies were thoroughly read to galvanise comprehension of the content and context and the message in the respective papers. Of these studies, four (4) were journal articles and one peer-reviewed article authored by very senior members of the staff of P&G. Consequent to thorough reading of these articles, the search for common themes became imperative, to understand the trends and patterns imminent in the studies. Nvivo query Icon facilitates coherent, theme, text, word frequency, coding and matrix coding query (Hutchison, Johnston, and Breckon, 2010). Relating to the realist and essentialist approach of identifying patterns in a data, the current research used a descriptive overview of semantic meaning to produce a systematic interpretive analysis of qualitative paradigm (Hesse-Biber and Leavy, 2010). This led to the collation of common themes in the sources—collated in line with the outcome of interest and the methodological construction see figure 2 below.



Figure 1: Outcome of Query on all Includes Studies.

This active process spurred the identification of hidden themes within the text that offers insight into the common data in keeping with the research objective and question. One hundred (100) common words were retrieved and presented in four different ways—word cloud, cluster analysis and trip map. However, for effective readership and quality visualization of data, word cloud seen in figure 1 above was adapted to present the themes collated from source query.

Coding

Consequent to the query above, themes were identified in the pattern of occurrence to guide the data analysis of themes—coding. Coding entailed the generation of pitchy labels for important features of the data that had relevance to the broad research questions guiding analysis (Braun and Clarke, 2013). Additionally, coding is an active process in thematic analysis that captures both semantic and conceptual reading of the data; items are coded by collating their codes and relevant data extracts. In Nvivo 11, coding tap facilitates this process. Extracts are highlighted and coded into containers, also known as nodes. A total of 17 nodes for themes outlines as thus: “ P & G culture in the context of transformational leadership, emotional intelligence, core values, Individual consideration, innovative approach and sustainability, leadership and performance matrix, leadership and strategic decision making for change, limitations, people perception of transformational leadership as principal change agent, staff remuneration and job satisfaction, staff view of their leadership accountability and customer service obsessed culture, staff welfare, superior motivation, team efficacy, trust and work flexibility at P & G”.

Each node was labelled in the context of the meaning of the extract it contained, and in preparation for data analysis. In the current research, labelling of the themes was undertaken in a systematic approach. Critical to each theme, however, is the relationship between the theme and the research question of interest. Moreover, themes with similar overlapping data were merged together to make a better sense of the meaning and interpretation of the construct. Consequently, five themes were considered prior and relevant to answering the research question of interest. This is concurrent with the assertion of Thomas (2006), who posits that in most inductive studies, between three to eight main categories of findings are validated. The writing-up stage of the thematic analysis is an integral element that involves weaving together the analytic narratives and vivid data extracts to report findings in a coherent and persuasive pattern. In this case, a descriptive-analytical approach to the report facilitated the discussion of findings based on established categories (Zikmund, 2003).

Discussion and Findings

Leaders’ role in the advancement of an organisation is crucial to the sustainability of both the architectural and enthusiastic elements of the research. Developing a culture is a comprehensive process for determining what a business should become and how it can best achieve goals (Daniel and Rusptad, 2009). It appraises the full potential of a business and explicitly links the business's objectives to the actions and resources required to achieve them. Strategic Planning offers a systematic process to ask and answer the most critical questions confronting a management team—especially large, irrevocable resource

commitment decisions. Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. This is achieved through the application of leadership principles and behavioral/ leadership styles, underpinned by sets of ideas of leadership.

The idea of strategic leadership style and the notion that people can learn leadership style and apply them in harmony with their individual personality characteristics is derived from earlier works of Bass (1985). The arguments are that, in other for to create a high organization performance. Leaders must combine three basic elements of organizational development namely: visioning, focusing and implementation; these culminate into strategic management (Tannenbaum, et al., 1961.) cited in Birasnav (2014) defined leadership as the “the interpersonal influence, exercised in a situation and directed, through the communication process, towards the attainment of a specified goals or goals”. The way through which they accomplish organisational goals and improve organisational performance is the behaviour or characteristics they possess. Whereas leaders are at the central focus of the organisations for which they set clear vision and immensely persuade followers to achieve the vision (Birasnav, 2014). The leadership style of the organisation must be distinctively elaborate and be embedded in a particular leadership style to facilitate strategic planning approach.

In the case of P&G, it is evident that a clear insight into the vision of the organisation inspires organisational goals and objectives which are commutated to all stake holders. This strategic approach sets the pace for adequate implementation of projects, closing in on communication gaps, capable of impacting on organisation successes at national and internal fronts. Effective communication facilitated adequate stakeholders’ engagement and participation, with maximum output across all levels of management. Therefore, its sustainability, advocated in all data sourced in this research recapitulates the importance of disseminating company’s values and objective to the best fit of all stakeholders, who are rather accountable and responsible for achieving company’s objectives. Similarly, There are indications suggestive of the sustainability approach of engagement within the internal and external environment of the P&G as reflective in the this passage; “*Even though P&G relies on centralization (especially with reference to the unique, sustainability plans and performance measurement system), the integration of objectives goals strategy and measures (OGSM) and its cascade mechanism allow the management of the trade-offs between instances of coordination and control (pushing centralization) and instances of autonomy and adaptation to local realities (pushing decentralization)*” (Riccaboni and Leone, 2010, p.18). Inference from this excerpt denotes a strong management system operationalized on sets principles that incorporates elements of transformational leadership to maintain a balance in the leadership fronts.

In terms of maintaining, sustaining and improving upon the innovations already set in place, Procter and Gamble extended the lead globally through an effective communication strategy. A paragraph from a sourced text read, “*In order to coordinate GBU’s and MDO’s behaviour, there is a complex two-way communication process.....the overall process is characterized by a continuous dialogue between MDO’s (Marketing Development Organisation) and GBU’s (Global Business Unit) (P&G, 2014), P&G management team*

agreed on plans and programs to carry on and action plans consistent with the overall OGSM objectives” (Riccaboni and Leone, 2010. p). Notably, dialogue supersedes the one directional pattern of communication and therefore fostered a sense of belongings and ownership, which in turn predicted employee participation (inputs) in the strategic decision making. The benefit of effective communication stems from deep and meaningful engagement, trust, confidence, and listening and indebt comprehension of company’s values. As a result, basic skill sets for effective leadership and human resource management is passed on from one management level to another.

Conclusion

The current research looked at the relationship between transformational leadership and the culture of P&G, with the aim of exploring and understanding what role transformational leadership plays in strategic planning and decision-making at P&G. The qualitative research, underpinned by an inductive or a deductive thematic analysis, established that P & G, a global and international brand of many household products, indeed implored transformative leadership principles in its strategic business model. Excerpts from five secondary sources—secondary data material revealed several leadership characteristics seemly correctional with those transformational leadership, with evidence of maximum output. Attributes/themes such as coaching, effective two directional communication approach, team effectiveness, motivation, training and retraining and of staff, performance monitory, mentorship and emotional intelligence, relationship, and feedback correlates with the charismatic component of transformational leadership.

Recommendations

1. Since voice behaviour is of a high-risk nature, employees and followers of P&G must make decision before speaking, after weighing the cost-benefit ratio of their voice behaviour.
2. For the leaders of P&G to be proactive and assist the followers in reaching further, they will have to engage in a particular set of behaviours; they will have to be fair, goal-oriented, supportive, passionate and selfless in order to help followers to strive for more in the long run.

REFERENCES

- Bass, B. M. (1985). *Leadership and performance beyond expectations*. [e-book] Free Press; Collier Macmillan.
- Bass, B.M. and Riggio, R. E. (2006). *Transformational leadership*. [e-book] Psychology Press.
- Bass, B.M., Avolio, B.J., Jung, D.I. and Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of applied psychology*, [e-journal] 88 (2), pp.207.
- Bazeley, P. and Jackson, K. (2013). *Qualitative data analysis with NVivo*. [e-book] Sage Publications Limited.
- Belias, D. and Koustelios, A. (2014). The impact of leadership and change management strategy on organizational culture. *European Scientific Journal*, [e-journal] 10 (7)
- Bergin, M. (2011). NVivo 8 and consistency in data analysis: reflecting on the use of a qualitative data analysis program. *Nurse researcher*, [e-journal] 18 (3), pp.6-12.
- Birasnav, M. (2014). Relationship between transformational leadership behaviors and manufacturing strategy. *International Journal of Organizational Analysis*, [e-journal] 22 (2), pp.205-223.
- Braun, S., Peus, C., Weisweiler, S. and Frey, D. (2013). Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *The Leadership Quarterly*, [e-journal] 24 (1), pp.270-283.
- Braun, V. and Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, [e-journal] 3 (2), pp.77-101.
- Burns, N. (1978). *Understanding nursing research: Building an evidence-based practice*. [e-book] Elsevier Health Sciences.
- Carmichael, J.L., Collins, C., Emsell, P. and Haydon, J. (2011). *Leadership and management development*. [e-book] Oxford University Press.
- Cherniss, C. (2010). Emotional intelligence: Toward clarification of a concept. *Industrial and Organizational Psychology*, 3 (2), pp.110-126.
- Cilliers, F. and Vinger, G. (2006). *Effective transformational leadership behaviours for managing change*. [e-journal].
- Cummings, G. (2012). Editorial: Your leadership style—how are you working to achieve a preferred future? *Journal of Clinical Nursing*, 21 (23-24), pp.3325-3327.

- Daniel, C. J., and Rukstad, M. G. (2009). Can You Say What Your Strategy Is?" *Harvard Business Review*, pp. 82-90.
- Detert, J.R. and Burris, E.R. (2007). Leadership behavior and employee voice: Is the door really open? *Academy of Management Journal*, 50(4), pp.869-884.
- Gregory, J.B. and Levy, P.E. (2011). It's not me, it's you: A multilevel examination of variables that impact employee coaching relationships. *Consulting Psychology Journal: Practice and Research*, 63(2), pp.67.
- Hesse-Biber, S.N. and Leavy, P. (2010). *The practice of qualitative research*. [e-book] Sage.
- Hutchison, A.J., Johnston, L.H. and Breckon, J.D. (2010). Using QSR-NVivo to facilitate the development of a grounded theory project: An account of a worked example. *International Journal of Social Research Methodology*, 13(4), pp.283-302.
- Khan, R., Rehman, A.U. and Fatima, A. (2009). Transformational leadership and organizational innovation: Moderated by organizational size. *African Journal of Business Management*, 3(11), pp.678.
- Kinicki, A. and Kreitner, R. (2008). *Organisational Behaviour*. 8th (edn.). [e-journal]
- Lafley and Martins, (2013). *Instituting a company-wide strategic conversation at Procter and Gamble*. Internals, Ed literature.
- Limsila, K. and Ogunlana, S.O. (2008). Performance and leadership outcome correlates of leadership styles and subordinate commitment. *Engineering, construction and architectural management*, 15 (2), pp.164-184.
- Liu, W., Zhu, R. and Yang, Y. (2010). I warn you because I like you: Voice behavior, employee identifications, and transformational leadership. *The Leadership Quarterly*, 21(1), pp.189-202
- Milliken, F.J., Morrison, E.W. and Hewlin, P.F. (2003). An exploratory study of employee silence: Issues that employees don't communicate upward and why*. *Journal of management studies*, [e-journal] 40 (6), pp.1453-1476.
- Mills, L.B. (2009). A meta-analysis of the relationship between emotional intelligence and effective leadership. *Journal of Curriculum and Instruction*, 3 (2), pp.22.
- O'Boyle, E.H., Humphrey, R.H., Pollack, J.M., Hawver, T.H. and Story, P.A. (2011). The relation between emotional intelligence and job performance: A meta-analysis. *Journal of Organizational Behavior*, 32 (5), pp.788-818.
- Pierce, J. and Newstrom, J. (2008). On the meaning of leadership. Leaders & the Leadership Process, [e-journal] 5, pp.7-11.
- Pollitt (2011). *The fundamental values that drive HR policy at Procter & Gamble*.

- Procter and Gamble (2010). *External Recognition*. Available at: <http://us.pg.com/who we are/external recognition>
- Procter and Gamble (2014). *P&G ranked #1 Industry-wise on FORTUNE 500's Most Admired List*. Available at: <https://www.pg.com/en PK/news/most admired list.shtml>
- Procter and Gamble (2015). *Annual Report*. Available at: <https://www.pg.com/en PK/library/1001201800.pdf>
- Riccaboni, T. P. and Leone, L. E. (2010). Implementing strategies through management control systems: the case of sustainability. *International Journal of Productivity and Performance Management*, [e-journal] 59 (2), pp.130-144.
- Shin, S.J. and Zhou, J. (2003). Transformational leadership, conservation, and creativity: Evidence from Korea. *Academy of management Journal*, [e-journal] 46 (6), pp.703-714.
- Siccama, C.J. and Penna, S. (2008). Enhancing validity of a qualitative dissertation research study by using NVivo. *Qualitative research journal*, [e-journal] 8 (2), pp.91-103.
- Tatoglu, E., Demirbag, M. and Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case. *Journal of management development*, 27(7), pp.708-726.
- Thomas, D.R. (2006). A general inductive approach for analyzing qualitative evaluation data. *American journal of evaluation*, [e-journal] 27 (2), pp.237-246.
- Utley, R., Anderson, R. and Atwell, J. (2011). Implementing transformational leadership in long-term care. *Geriatric nursing*, 32(3), pp.212-219
- Yukl, G. (1989). Managerial leadership: A review of theory and research. *Journal of management*, 15(2), pp.251-289.
- Yukl, G.A. and Becker, W.S. (2006). Effective empowerment in organizations. *Organization Management Journal*, [e-journal] 3 (3), pp.210-231.
- Zikmund, W.G. (2003). Sample designs and sampling procedures. *Business research methods*, 7, pp.368-400.