



OPEN ACCESS

International Journal of Management & Entrepreneurship Research

P-ISSN: 2664-3588, E-ISSN: 2664-3596

Volume 3, Issue 8, P. No. 288-302, September 2021

DOI: 10.51594/ijmer.v3i8.251

Fair East Publishers

Journal Homepage: www.fepbl.com/index.php/ijmer

ACHIEVING ORGANIZATIONAL PERFORMANCE THROUGH TRANSFORMATIONAL LEADERSHIP APPROACH: A STUDY OF SELECTED PUBLIC SECTOR ORGANIZATIONS

Allison Patricia Ukachi¹, Anugwu Clara Chika² & Okoli, Ifeanyi Emmanuel Nuel³¹Department of Business Management, Godfrey Okoye University,
Enugu State, Nigeria^{2&3}Department of Entrepreneurship Studies, Nnamdi Azikiwe University Awka,
Anambra State, Nigeria

Corresponding Author: Okoli, Ifeanyi Emmanuel Nuel

Corresponding Author Email: ie.okoli@unizik.edu.ng**Article Received:** 25-07-21**Accepted:** 10-09-21**Published:** 23-09-21

Licensing Details: Author retains the right of this article. The article is distributed under the terms of the Creative Commons Attribution-NonCommercial 4.0 License (<http://www.creativecommons.org/licences/by-nc/4.0/>), which permits non-commercial use, reproduction and distribution of the work without further permission provided the original work is attributed as specified on the Journal open access page.

ABSTRACT

The aim of this study was to investigate ways of achieving organizational performance through transformational leadership approach, a study of selected public sector organizations in Anambra State Nigeria. The survey research design was used for this study. The study population was three thousand four hundred and thirty six staff (3436) while the sample size was three hundred and forty five (345) arrived at using Krejcie and Morgan (1970) formula. Bowley's Population Allocation Formula (1964) was used in arriving at the number of questionnaire allocated to each sampled organization because of the differences in the number of employees. Questionnaire was used for data collection. The reliability of the questionnaire was tested by using Cronbach's alpha to access the internal consistency of the items. The study employed expert judgment approach to access content validity. Pearson's product moment correlation technique was adopted to analyze the data at 0.05 level of significance. The findings indicate that transformational leadership and organizational performance in the selected public sector organizations had a strong positive and significant correlation.

Keywords: Transformational Leadership, Public Sector Organization, Organizational Performance, Social Exchange Theory.

INTRODUCTION

Organizations play a vital part in our day by day lives. They are considered to be the motor that drives a nation's financial, social, and political achievements. Given that organizations confront steady alter within the environment encompassing them, managers and organizations have been encouraged to be more touchy with respect to worker and firms performance (Shahin, Naftchali, & Pool, 2014; Masa'deh, Tayeh, Al-Jarrah & Tarhini, 2015). Berland & Loison (2008) argue that organizations must take into account not only their economic performance but also their social performance. Continuing to operate economically can lead to environmental neglect and thus undermine the survival of the industry (Peters, 2007). Thus, it can be seen that the survival of the organizations does not depend on the financial competition itself and the members will make all the rightful ones exist by meeting their needs as well as all the social factors that are of interest to the organization (Daza, 2009; Al-Busaidi, 2013). Hence, leadership is a way members of the organizational can use to better their performance. From the previous years it has been witnessed that transformational leadership are vital aspects of leadership that are extremely related to individual moreover as organization performance. Leadership effectiveness measures leaders' flexibility to inspire followers toward common goals. Literature of transformational leadership is totally different from other kinds of leadership approaches. For years, studies of leadership in a robust environment have still been academic and administrative areas emphasizing the diversity of public and private sectors as well as researching leadership and industry benefiting. Thus, majority of the theories and concepts in leadership are generic and do not affect the environment within a public sector. This lack of research on public sector leadership has led to the need to use infrastructure within the federal government, which has contributed to development information, but has not commented on the issue of performance.

Past study has shown that although there have been studies on job satisfaction, organizational performance, motivation, performance and well-being; few have examined the difference in leadership and performance within public organizations. These disagreements can be marked by trade disputes and disclosures to legislations, legislatures, and civil service law. They can also contribute to a leader's mind in these areas, which in turn affects a leader's performance. To examine these disagreements, Hooijberg & Choi (2001) examined self-employed and public officials to see if the basic concepts of leadership in existing literature could differentiate. They combined the leader's work with different behaviors of the challenge system to ensure that it would have a greater impact on understanding in different sectors. Their research depicts to the role of monitoring and facilitation has had a significant impact on understanding the effectiveness of leadership in the public sector. All human institutions will be transformed and because society and organizations exist, change is impossible. Leaders need to know why human systems sometimes fail and how to change the system.

Transformational leadership may be the idea that is willing to meet this challenge. In support of this idea, it is the duty of a transformational leader to inspire his subordinates to carry out the task on the far side of their previous expectations and appreciation. Transformational

leaders try to raise awareness of their subordinates by promoting better ideas and values, such as, freedom, justice, peace, balance and a society without prejudice, feelings of anxiety, greed, jealousy and hatred (Yukl, 2006). However, despite growing empirical studies on leadership and performance in different sectors, less focus is paid regarding the effect of leadership that is transformational in nature and on the performance of employees. There is not much research on transformational leadership in the public sector organizations in Anambra State, Southeast Nigeria, although this sector is the backbone of any society; hence the crux of this study.

REVIEW OF RELATED LITERATURE

Transformational Leadership

Hackman & Johnson (2004) viewed transformational leaders as interactive, enthusiastic, empowering, visionary and creative. Transformational leadership style takes into account the growth and needs of the followers. This type of management system emphasizes the development of a system of employee benefits as well as expertise (Ismail, Halim, Abdullah, Shminan, Muda, Samsudin & Girardi (2009). They point out that such leadership requires careful scrutiny by the leaders in order to identify and follow up on the needs of its followers, its values, and its appropriate motivation. Through this, followers are in a position to achieve objectives within the work environment as well as encourage them to express their interest in making the best changes and practices. According to Bass & Avolio (1994) and Bass (1999), transformational leaders present four factors that bring significant changes. The dimensions are; Idealized influence (II), Inspirational motivation (IM), Intellectual stimulation (IS) and Individual consideration (IC).

1) **Idealized Influence:** According to Stone, Russell & Patterson (2003) idealized influence is charismatic component of transformational leadership. Charisma is the ability to inspire vision. It is the type of subordinates who trust and inspire the actions of their leader, they accept their values and strive to achieve their vision which enhances self-confidence and proud to be a leader.

Yukl (2006) stated that positive emotional behavior leads to feelings and identities of the leader. According to Bass & Riggio (2006) and Avolio & Bass (2002), leaders of highly idealized influence are willing to make drastic adjustments and are consistent in ethical and moral rather than arbitrary conduct. According to Banjeri & Krishnan (2000), followers describe their charismatic leaders as inspiring followers to work, to respect the law, and to have an experience of service to their followers their way. Followers of transformational leaders are appreciated, respected and trusted. This is mainly due to their high moral standards and the good manners shown by the leaders. The followers have special place in their heart for these leaders. They avoid using power for personal benefit or gain but they only use power when needed (Avolio & Bass, 2002).

2) **Inspirational Motivation:** Inspirational motivation is one of the foundations of a transformational leadership. Based on Bass & Riggio (2006), the transformational leaders influence the way they inspire and motivate their followers. Transformational leaders are inspiring and they continue to inspire and motivate their followers so that followers can buy into new concept. Motivating followers is only to achieve the goals and objectives of the organizations (Renjith, Renu & George, 2015). How they promote and motivate their follower is by sharing their vision. As Marshall (2011) observed, transformation leaders create a

compelling image of a desired future. The same source suggests that evidence has the power to create the future. Transformational leaders are visionary people. Transformational leaders have excellent communication skills and compassionately articulate the intentions or positive state of the future (that is better for the present situation) and the expectations that the follower want to meet. This is the way they attract their followers towards a vision. They can create a purpose. They focus on goals and vision sharing (Lussier, & Achua, 2010).

3) **Intellectual Stimulation:** According to Bass & Riggio (2006) and Avoio & Bass (2002), intellectual stimulation is the ability of change leaders to inspire the efforts of their followers to be innovative and creative, to think critically, to reflect on problems and to approach old situations in new ways. Intellectual stimulation describes how leaders motivate the inspiration and capability of the follower. Followers are encouraged to try new ways, their ideas are not criticized because they differ from the views of the leaders in addition the followers have not been blamed and publicly criticized for wrongdoing and error (Bass & Riggio, 2006). Based on Lussier & Achua (2010), transformational leaders recognize that in order to get followers involved in the change process, they must empower them and provide support and action, promote collaboration, motivate, and reinforce good manners.

4) **Individualized Consideration:** Yukl (2006) defines individualized consideration as a level of leadership that provides support, encouragement and instruction to followers. Renjith, Renu & George (2015) posits that individualized consideration is another hallmark of a positive change leader that refers to the quality of being a compassionate leader. Bass & Riggio (2006) reiterates that transformational leaders recognize individual differences in needs and concerns and take into account each individual's needs. Individual considerate leaders have the ability to identify and understand the needs and expectations of each follower for success and growth as a counselor as well as to pay close attention to this (Avoio & Bass, 2002). Individualized consideration is a reflection of the mentoring function that transformational leaders often think (Lussier & Achua, 2010). Furthermore, according to Marshall (2011) individualized considerate leader cares about, recognizes and promotes the contributions of others and then develops a culture of sharing, celebration and solidarity among all members. An individualized considerate leader assigns work as a way to nurture followers. Assigned responsibilities are reviewed to see if followers need further guidance or support as well as to assess progress.

Organizational Performance

Organizations nowadays are attempting to adjust to all the changes encompassing them by moving forward their performance through the competitive advantage they make (Ramezan et al, 2013; Masa'deh et al., 2015). Analysts have continuously looked at organizational performance as the extreme subordinate variable concerned with nearly every area in management. Typically since organizational performance permits analysts to assess organizations, their activities, and situations and compare them to those of their rivals (Richard, Devinney, Yip, & Johnson, 2006; Obeidat, 2016). Organizational performance can be defined as the degree to which an organization can meet its own needs and the needs associated with survival (Griffin, 2003). Carton (2004) suggested that organizational performance is a discretionary link of resource-producing resources that leads to the achievement of a particular goal. Ramezan et al, (2013) opined that organizational performance is the capacity to earn and organize human, financial and physical resources

efficiently to achieve the objectives of this organization. Tsai & Yen (2008) averred that organizational performance can be measured by using social interaction as well as financial and market performance.

There are four areas for measuring organizational performance which include: the importance of the company for the needs of investors, the effectiveness of the company, the performance of the company and the firm's financial strength. Lee (2008) gives additional way to measure organizational performance through customer satisfaction, organizational communication, team collaboration, process performance, knowledge management, and organizational growth. The internal and external factors affect the performance of the organization. Internal resources are seen as complex and include leadership styles, organizational culture, job creation and human economic planning. External factors may be the same for all companies; these include interest in business ideas, rules and regulations, as well as nation's economy (Chien, 2004; Mirza & Javed, 2013). Hernaus, Bach, & Vuksic (2012) looked at organizational performance from two perspectives: financial and non-financial.

Theoretical Underpinning

This study is based on the Social Exchange Theory (SET). The relationship between transformational leader and organizational performance can be defined using the Social Exchange Theory. The Social exchange framework describes how transformational leaders can influence employee engagement through social interaction by creating a friendly and trusting environment based on trust in developed business systems, as well as economic transformation and increase in contract work mainly. The social exchange theory has a basic premise that followers will reward their support leaders by showing optimistic attitudes and behaviors, which contribute to good organization, e.g., organization commitment, job satisfaction, organizational citizenship behavior, work performance, and innovative work behaviour. Furthermore, transformational leaders have the ability to promote a high level of staffing by creating a positive and trusting environment in this organization.

Empirical Studies

Okoli, Nnabuife, Adani & Ugbo (2021) examined the extent to which transformational leadership dimensions affect organizational success in tertiary institutions in Anambra State Southeast Nigeria. Results show that transformational leadership dimensions and organizational success in the selected tertiary institutions have a significant positive relationship. The study concluded that leadership is the key to success and can bring about change in staff at the university as a whole. The research advocates that the university management at all levels should provide proper self-development plan and build teamwork to ensure continued optimism and enthusiasms within their employees.

Huynh (2021) examined the direct impact of transformational leadership dimensions on employee strategic renewal behaviour and venture behaviour, and through a mediating role of job satisfaction and employee commitment to organizational change. Structural equation model (SEM) was used for data analysis. The research revealed that dimensions of transformational leadership (namely intellectual stimulation, inspirational motivation, and individual consideration) are positively related to employee strategic renewal behaviour and venture behaviour directly, and via job satisfaction and commitment to organizational change (affective commitment and normative commitment) as a moderating mechanism.

Duraku & Hoxha (2021) explored the impact of transformational and transactional attributes of school principal leadership on teachers' motivation for work. A sample of 357 Kosovar public middle school teachers was assessed using the Work Tasks Motivation Scale for Teachers (WTMST) and the Multifactor Leadership Questionnaire (MLQ). The research depicts that transformational leadership attributes, idealized influence, and inspirational motivation predict autonomous motivation in teachers; individual consideration predicts motivation for complementary tasks; and contingent reward significantly predicts motivation for student evaluations.

Al-Amri, Hassan, Isaac & Masoud, (2018) investigated the effect of transformational leadership on organizational innovation in higher education in Yemen. This analysis explores the relationship between the variables of the recommended model, as well as the confirmatory factor (CFA) analysis, as well as the structural equation approach (SEM) by AMOS. The results of the analysis indicate that the data fit the well-designed model, including the secondary structure; transformational leadership and organizational innovation. The results of the analysis showed, as evidenced by the quality of the model and the data, that the findings of the various studies showed the most important results that the transformational leadership had a positive effect on organizational innovation.

Maina & Gichinga (2018) assessed the effect of transformational leadership on the organizational performance of steel manufacturing companies in coast region. The results of the research indicates that transformational leadership dimensions are positively related to organizational performance of steel manufacturing companies in coast region. This study recommends that organizational leaders should go for leadership seminars to comprehend the full effect leaders have on their subjects.

Hambali & Idris (2020) examined the effect between transformational leadership, organizational culture, quality assurance, and organizational performance. It also investigates the mediating effect of quality assurance in the relationship between transformational leadership and organizational performance, and between organizational culture and organizational performance. The study revealed that the relationship between transformational leadership and organizational performance both directly and indirectly through quality assurance is not important. On the other hand, it has been shown that organizational culture had a significant impact on organizational performance and quality assurance. In addition, quality assurance does not extend to the relationship between transformational leadership and organizational performance, but it can be broadly expanded in the relationship between organizational culture and organizational performance.

Arif & Akram (2018) examined transformational leadership impact on organizational performance; the mediating role of organizational innovation. The research confirmed that organizational innovation has mediated significant impact on organizational performance. The study affirmed that transformational leadership and organizational performance related. Thus, it helps managers to create this type of leader in the organization. Pakistan organization wants an environment where leaders inspire and motivate employees who want to be more creative and effective in leading successful teams.

Khan, Rehmat, Butt, Farooqi & Asim, (2020) studies the impact of transformational leadership and employee work outcomes that include their work performance and their work capacity, as well as their work practices such as social loafing at workplace. In addition, it

studies the emotional impact as a mediator between a transformational leadership and other variables. The study indicates that transformational leadership has a significant positive effect with mediator intrinsic motivation. The study also concluded that work performance has positive significant relationship with transformational leadership. However, there is indirect and insignificant relationship of transformational leadership with working burnout and social loafing.

Nguyen & Luu (2019) studied the implications of transformational leadership in examining its role in predicting organizational performance. The research examines the mediating role of organizational learning, organizational innovation, and organizational culture. The results depict that transformational leadership can stimulate organizational performance through organizational learning, organizational innovation, and organizational culture. Additionally, organizational learning and organizational culture positively affects organizational performance, both directly and indirectly through organizational innovation. The results indicate that organizational innovation has positively related with organizational performance. Orabi (2016) investigated the role of transformational leadership and their influence on organizational performance in three banks operating in Jordan. The result showed that in transformational leader's life, the three dimensions of his work (inspirational motivation, intellectual stimulation, and individual consideration); accord 81.6 percent of the variance in organizational performance. Leaders may need to focus on these dimensions of transformational leadership to improve outcomes for organizational performance.

Ahmad, Abbas, Latif & Rasheed (2014) examined the effect of transformational leadership on employee motivation in telecommunication sector in Punjab. The research revealed that there is a strong positive relationship between the idealized influence, individualized consideration, intellectual stimulation and inspirational motivation and employee motivation. Thus, the study also showed that motivating employees to have a strong positive relationship with transformational leadership.

Almintisir, Akeel, & Subramaniam (2013) investigated the relationship between transformational leadership variables (idealized influence, inspirational motivation, individualized consideration and intellectual stimulation) and employee motivation in public institutions in Libya. Intellectual stimulation, inspirational motivation and individualized consideration were related to motivation. They all provided 73.7% to the change in motivation. Intellectual stimulation contributed most to the change at (66.4%), inspirational motivation (6.4%) and individualized consideration (0.90%). The relationship between idealized influence of leaders and employee motivation was found to be negligible.

Gap in Literature

There has been a great deal of research on transformational leadership on organizational performance in organizations; however, these studies have been primarily conducted in different continents such as Europe, Asia, America, and Africa. Specifically, research on this topic is disappointingly scarce in Anambra State, Southeast Nigeria. Since very little research has been conducted on this topic in Public sector organizations in Anambra State, Southeast Nigeria, undeniably there is a lacuna in the understanding of this issue with regard to transformational leadership on performance of public sector organizations in Anambra State, Southeast Nigeria. This study is an attempt to bridge that gap. For the public sector organizations in Anambra State, an awareness of the variables of transformational leadership

(idealized influence, inspirational motivation, intellectual stimulation and individual consideration) that results in superior performance might encourage managers for higher work engagement innovation and performance. Therefore, this study offers a significant contribution to budding managers, democrats and researchers.

METHODS

A survey research design was used for this study. The study covers three selected public organizations which are; Ministry of Justice, Anambra State Education Commission and Anambra State Housing Corporation Awka. Hence, three thousand four hundred and thirty six workers (3436) act as the population of the study. This is tabulated below:

Table 1

Population of Three Selected Public Sector Organizations in Anambra State, Nigeria.

Names of Selected Public Organizations	Population Size
Ministry of Justice, Awka	1575
Anambra State Education Commission, Awka	824
Anambra State Housing Corporation, Awka	1037
Total	3436

The sample size of the study was determined using Krejcie and Morgan (1970) formula. The formula is given thus:

$$s = \frac{X^2NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$

Where:

S = Sample size

X² = Table value of chi-square for 1 degree of freedom @ 0.05% confidence level (3.84)

N = population size (3436)

P = population proportion (assumed to be 0.5 since this would provide the maximum sample size)

d = Degree of accuracy expressed as a proportion (0.05)

$$S = \frac{3.84 (3436)(0.5)(1-0.5)}{(0.05)^2(3436-1) + (3.84) (0.5)(1-0.5)}$$

$$S \cong 345$$

Bowley's Population Allocation Formula (1964) was used in arriving at the number of questionnaire allocated to each sampled organisation because of the differences in the number of employees. The Bowley's population allocation formula (1964) is:

$$nh = \frac{NHn}{N}$$

Where;

nh = number of units/categories allocated to each organisation

N = Overall population of the study

NH = Population in each organisation

n = Total sample size obtained

Therefore,

$$\begin{aligned} \text{Ministry of Justice, Awka} &= \frac{1575 \times 345}{3436} = 158 \\ \text{Anambra State Education Commission} &= \frac{824 \times 345}{3436} = 83 \\ \text{Anambra State Housing Corporation} &= \frac{1037 \times 345}{3436} = 104 \end{aligned}$$

Stratified random sampling technique was employed to determine the number of participants in each stratum. A structured questionnaire served as a research instrument. The multifactor leadership questionnaire (MLQ) developed by Bass & Avolio (1994) was employed to determine transformational leadership variables, while the organizational performance questionnaire (OPQ) was measured using a five-point scale developed and validated by the researcher. Above all, 345 copies of questionnaires were administered to the three public sector organizations, a total of 328 questionnaires were returned and appropriately filled. This represents a response rate of 95.07%. Reliability of the instrument was determined using the Cronbach alpha method.

Table 2
Reliability Statistics of the Research Constructs in the Questionnaires

Constructs:	Cronbach alpha (α) Coefficient
Idealized influence	0.86
Inspirational motivation	0.83
Intellectual stimulation	0.91
Individualized consideration	0.87
Organizational Performance	0.86

According to Nunnally (1978) if the Cronbach's Alpha value goes beyond 0.7, it represents satisfactory acceptance. Since the reliability of the questionnaire is more than 0.70, the researcher takes care of the questions and compiles them himself to ensure a better response rate. The data collected was described using descriptive statistics as mean and standard deviation. Data analysis was done through the use of Pearson's Product Moment Correlation Coefficient.

STATISTICAL ANALYSIS AND RESULTS

Hypothesis One

H0₁: There is no significant relationship between idealized influence and organizational performance in the selected public organizations in Anambra State.

Table 3

Correlation Analysis for Idealized Influence and Organizational Performance

Correlations		Idealized Influence	Organizational Performance
Idealized Influence	Pearson Correlation	1	.884**
	Sig. (2-tailed)		.000
	N	328	328
Organizational performance	Pearson Correlation	.884**	1
	Sig. (2-tailed)	.000	
	N	328	328

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3 revealed a significant positive correlation between idealized influence and organisational performance in the three public organizations, which was statistically significant as shown in the result were ($r = .884$, $N = 328$ and $p = .000$) thus we reject the null hypothesis and conclude that there is a significant relationship between idealized influence and organizational performance. This argument is supported by the study of Nguyen & Luu (2019) they indicated that there is a significant association among idealized influence and organizational performance. It is concluded that among those independent variables which had significantly and positive relationship with employee job performance for high ranking organizations; idealized influence attribute was most significant and is absolutely in line with the findings of Li & Hung (2009) whose study also reported idealized influence was significant and positively associated with individual job performance. Also, acceptance of this hypothesis is in line with the findings of Ahmad, et al. (2014).

Hypothesis Two

H0₂: There is no significant relationship between inspirational motivation and organizational performance in the selected public organizations in Anambra State.

Table 4

Correlation Analysis for Inspirational Motivation and Organizational Performance

Correlations		Inspirational Motivation	Organizational performance
Inspirational Motivation	Pearson Correlation	1	.754**
	Sig. (2-tailed)		.000
	N	328	328
Organizational performance	Pearson Correlation	.754**	1
	Sig. (2-tailed)	.000	
	N	328	328

** . Correlation is significant at the 0.01 level (2-tailed).

The result of second hypothesis indicated a positive correlation between inspirational motivation and organizational performance. Pearson product correlation of inspirational motivation and organizational performance is statistically significant ($r = .754$, $N = 328$, $p = 0.000$). The results of the current study contradict with that of Ha & Nguyen (2014) who found that there is not any significant influence of inspirational motivation on employee performance. In contrast to the public sector organizations, it is revealed that inspirational motivation has a significant and positive effect on employee job performance in low ranking higher educational institutes, which is supported by the findings of previous researches (Li & Hung, 2009).

Hypothesis Three

H0₃: There is no significant relationship between intellectual stimulation and organizational performance in the selected public organizations in Anambra State.

Table 5
Correlation Analysis for Intellectual Stimulation and Organizational Performance

Correlations		Intellectual Stimulation	Organizational Performance
Intellectual Stimulation	Pearson Correlation	1	.852**
	Sig. (2-tailed)		.000
	N	328	328
Organizational performance	Pearson Correlation	.852**	1
	Sig. (2-tailed)	.000	
	N	328	328

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5 revealed a significant positive correlation between intellectual stimulation and organisational performance in the three public sector organizations, which was statistically significant as shown in the result were ($r = .852$, $N = 328$ and $p = .000$) thus we reject the null hypothesis and conclude that there is a significant relationship between intellectual stimulation and organizational performance. This result lend credence to the findings of Almintisir et al. (2013) revealed that there is an important relationship between aspects of transformational leadership styles such as intellectual stimulation, inspirational motivation and individualized consideration and motivation of the employee. The authors finding shows that 73.7% of variation in motivation of the employee is contributed by dimensions of transformational leadership. Based on the finding of these authors, variation in motivation of employee is more contributed by intellectual stimulation (66.4%) and least by individualized consideration (0.9%). The research findings show that intellectual stimulation and employee job performance are positively related to both high and low ranking institutes.

Hypothesis Four

H04: There is no significant relationship between individualized consideration and organizational performance in the selected public organizations in Anambra State.

Table 6
Correlation Analysis for Individualized Consideration and Organizational Performance

Correlations		Individualized consideration	Organizational performance
Individualized consideration	Pearson Correlation	1	.793**
	Sig. (2-tailed)		.000
	N	328	328
Organizational performance	Pearson Correlation	.793**	1
	Sig. (2-tailed)	.000	
	N	328	328

** . Correlation is significant at the 0.01 level (2-tailed).

Table 6 revealed a significant positive correlation between individualized consideration and organisational performance in the three public organizations, which was statistically significant as shown in the result were ($r = .793$, $N = 328$ and $p = .000$) thus we reject the null hypothesis and conclude that there is a significant relationship between individualized consideration and organizational performance. The result is consistent with those findings of Bass & Riggio (2006) who averred that organizational performance increases significantly when leaders pay additional consideration to each follower's enhancement necessities and establishing close association. The result also lend credence to the findings of Orabi (2016) who investigated the role of transformational leadership and their influence on organizational performance in three banks operating in Jordan. The result showed that in transformational leader's life, the three dimensions of his work (inspirational motivation, intellectual stimulation, and individual consideration); accord 81.6 percent of the variance in organizational performance.

CONCLUSION AND RECOMMENDATIONS

The public sector organizations set specific goals which can only be achieved through effective management. The goal attainment may be viewed as a destination, where management represents the vehicle, leadership style represents the fuel and people (government/administrators) are the drivers. Although other contributory factors are not being ruled out, the role of leadership cannot be underestimated. It is important to deliberately and adequately motivate workers for optimal performance. Transformational leadership style if employed will provoke the necessary changes needed in the public sector organizations and ultimately provide a pathway to being enlisted in the world. However, based on the findings of the study the following recommendations are given:

- 1) Organizations should employ a constant evaluation of employee performance. This should be done by designing performance requirements according to organization needs.
- 2) The study also suggests that organizations adopt inspirational motivation to ensure continued optimism and enthusiasm among their employees.
- 3) Organizations should also build teamwork, provide employees with appropriate training, involve them in decision making and reward them for excellent performance.
- 4) Lastly the study recommended that managers initiate mentorship programmes that will ensure the much experienced transfer skills to the less experienced to ensure organizational performance.

Reference

- Ahmad, F., Abbas, T., Latif, S., & Rasheed, A. (2014). Impact of Transformational Leadership on Employee Motivation in Telecommunication Sector. *Journal of Management*, 2(2), 11-25.
- Al-Amri, A.Y., Hassan, R., Isaac, O. & Masoud, Y. (2018). The Effect of Transformational Leadership on Organizational Innovation in Higher Education: The Case of Developing Countries. *International Journal of Management and Human Science*, 2(4), 25-37.
- Al-Busaidi, K.A. (2013). A framework of critical factors to knowledge workers' adoption of inter-organizational knowledge sharing systems. *Journal of Organizational Knowledge Management*, 1-11.

- Almintisir, A.B., Akeel, A.B., & Subramaniam, I.D., (2013). The Role of Transformation Leadership Style in Motivating Public Sector Employees in Libya. *Australian Journal of Basic and Applied Sciences*, 7, 99-108.
- Arif, S. & Akram, A. (2018). Transformational Leadership and Organizational Performance: The Mediating Role of Organizational Innovation. *SEISENSE Journal of Management*, 1(3), <https://doi.org/10.5281/zenodo.1306335>
- Avolio, B.J., & Bass, B.M. (2002). *Developing Potential across a full range of Leadership: Cases on Transactional and Transformational Leadership*. Mahwah, NJ: Lawrence Erlbaum.
- Banjeri, P., & Krishnan, V.R. (2000). Ethical preferences of transformational leaders: An empirical investigation. *Leadership & Organization Development Journal*, 21(8), 405-413.
- Bass, B.M., & Riggio, R.E. (2006). *Transformational leadership* (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates, Inc.
- Bass, B.M. (1999). Two decades of research and development in Transformational Leadership. *European Journal of Work and Organizational Psychology*, 8, 9-32.
- Bass, B.M., & Avolio, B.J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.
- Berland, N., & Loison, M.C. (2008). Fabricating management practices: “Responsible Care” and corporate social responsibility. *Society and Business Review*, 3(1), 41-56. <https://doi.org/10.1108/17465680810852720>
- Carton, R.B. (2004). *Measuring Organizational Performance: An Exploratory Study*. (Unpublished PhD thesis), University of Georgia, Athens.
- Chien, M.H. (2004). A Study to Improve Organizational Performance: A View from SHRM. *Journal of American Academy of Business*, 4(1/2), 289-291.
- Daza, J.R.P. (2009). A valuation model for corporate social responsibility. *Social Responsibility Journal*, 5(3), 284-299. <https://doi.org/10.1108/17471110910977230>.
- Durka, Z.H. & Hoxha, L. (2021). Impact of Transformational and Transactional Attributes of School Principal Leadership on Teachers’ Motivation for Work. *Frontier in Education*, <https://doi.org/10.3389/feduc.2021.659919>
- Griffin, E.A. (2003). *A First Look at Communication Theory*. (5th ed.) Boston: McGraw-Hill.
- Ha, N.M., & Nguyen, T.V.H. (2014). The Influence of Leadership behaviors on Employee Performance in the Context of Software Companies in Vietnam. *Advances in Management & Applied Economics*, 4(3), 157-171.
- Hackman, M.Z., & Johnson, C.E. (2004). *Leadership: A communication perspective* (4th ed.). Prospect Heights, IL: Waveland Press.
- Hambali, M. & Idris, I. (2020). Transformational Leadership, Organizational Culture, Quality Assurance, and Organizational Performance: Case Study in Islamic Higher Education Institutions (Iheis). *Journal of Applied Management*, 18(3), 572–587. <http://doi.org/10.21776/ub.jam>
- Hernaus, T., Bach, M., & Vuksic, V. (2012). Influence of strategic approach to BPM on financial and non-financial performance. *Baltic Journal of Management*, 7(4), 376-396. <https://doi.org/10.1108/17465261211272148>.

- Hooijberg, R., & Choi, J. (2001). The impact of organizational characteristics on leadership effectiveness models: An examination of leadership in a private and a public sector organization. *Administration & Society*, 33(4), 403-431.
- Huynh, T. (2021). The influence of transformational leadership dimensions on intrapreneurial behaviour through mediators. *Management Science Letters*, 11(7), 2099-2114.
- Ismail, A., F.A. Halim, D.N.M.A. Abdullah, A.S. Shminan, A.L.A. Muda, S. Samsudin & A. Girardi, (2009). The Mediating Effect of Empowerment in the Relationship between Transformational Leadership and Service Quality. *International Journal of Business and Management*, 4(4), 3.
- Khan, H., Rehmat, M., Butt, T.H., Farooqi, S., & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: a mediation model. *Future Business Journal*, 6(40). <https://doi.org/10.1186/s43093-020-00043-8>.
- Krejcie, R., & Morgan, D. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30,607-610.
- Lee, I.A. (2008). *Relationship between the use of information technology and performances of human resources management* (Degree of Doctor of Business Administration), Alliant International University, San Diego, CA.
- Li, C.K., & Hung, C.H. (2009). The influence of transformational leadership on workplace relationships and job performance. *Social behavior and personality*, 37(8), 1129-1142.
- Lussier, R.N., & Achua, C.F. (2010). *Leadership: Theory, application & skill development*. OH: South-Western.
- Maina, A.M., & Gichinga, L. (2018). The Effect of Transformational Leadership on Organizational Performance of Steel Manufacturing Companies in Coast Region. *Strategic Journal of Business and Change Management*, 5(4), 1487-1508.
- Marshall, E.S. (2011). *Transformational Leadership in Nursing: from expert Clinician to influential Leaders*. Springer Publishing.
- Masa'deh, R., Tayeh, M., Al-Jarrah, I. M., & Tarhini, A. (2015). Accounting vs. Market-based Measures of Firm Performance Related to Information Technology Investments. *International Review of Social Sciences and Humanities*, 9(1), 129-145.
- Mirza, S.A., & Javed, A. (2013). Determinants of financial performance of a firm: Case of Pakistani stock market. *Journal of Economics and International Finance*, 5(2), 43-52. <https://doi.org/10.5897/JEIF12.043>.
- Nguyen, T.T.N., & Luu, T.M.N. (2019). Linking transformational leadership and organizational performance: An empirical investigation of manufacturing firms in Vietnam. *Economics and Sociology*,12(2), 170-191. <https://doi.org/10.14254/2071-789X.2019/12-2/10>
- Nunnally, J.C., (1978). *Psychometric theory*. (2nd ed.). New York: McGraw-Hill.
- Obeidat, B.Y. (2016). The effect of strategic orientation on organizational performance: the mediating role of innovation. *International Journal of Communications, Network and System Sciences*, 9(11), 478-505. <https://doi.org/10.4236/ijcns.2016.911039>.
- Okoli, I.E.N., Nnabuife, E.K., Adani, I.N., & Ugbo, E.I. (2021). Transformational Leadership and Organizational Success: Evidence from Tertiary Institutions. *Journal of Economics and Business*, 4(1), 170-182. <https://doi.org/10.31014/aior.1992.04.01.329>

- Orabi, T.G.A., (2016). The Impact of Transformational Leadership Style on Organizational Performance: Evidence from Jordan. *International Journal of Human Resource Studies*, 6, 89-102.
- Peters, R.C. (2007). *Corporate social Responsibility and Strategic performance: Realizing a Competitive Advantage through Corporate Social Responsibility and a Stakeholder Network Approach* (Unpublished PhD thesis), Florida Atlantic University, Florida.
- Ramezan, M., Sanjaghi, M.E., & Baly, H.R.K. (2013). Organizational change capacity and organizational performance. *Journal of Knowledge-based Innovation in China*, 5(3), 188-212. <https://doi.org/10.1108/JKIC-07-2013-0012>.
- Renjith, V., Renu, G., & George, A. (2015). Transformational Leadership in Nursing. *International Journal of Scientific Research and Management Studies*, 2, 112-118.
- Richard, P.J., Devinney, T.M., Yip, G.S., & Johnson, G. (2006). Measuring Organizational Performance as a Dependent Variable: Towards Methodological Best Practice. Available at: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=814285.
- Shahin, A., Naftchali, J. S., & Pool, J. K. (2014). Developing a model for the influence of perceived organizational climate on organizational citizenship behaviour and organizational performance based on balanced score card. *International Journal of Productivity and Performance Management*, 63(3), 290-307. <https://doi.org/10.1108/IJPPM-03-2013-0044>.
- Stone, G.A., Russell, R.F., & Patterson, K. (2003). Transformational versus servant leadership: A difference in leader focus. *Leadership and organizational development Journal*, 25, 349-361.
- Tsai, C.F., & Yen, Y.F. (2008). A model to explore the mystery between organizations' downsizing strategies and firm performance: Integrating the perspectives of organizational change, strategy and strategic human resource management. *Journal of Organizational Change Management*, 21(3), 367-384. <https://doi.org/10.1108/09534810810874831>.
- Yukl, G. (2006). *Leadership in organization*. Hudson, New York: Pearson Education.