

**UNIVERSITY OF KWAZULU-NATAL**

**THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP STYLE  
AND EMPLOYEE PERFORMANCE IN THE INDEPENDENT NATIONAL  
ELECTORAL COMMISSION IN NIGERIA**

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**DECLARATION**

I, Elizabeth Oluwakemi Ayandibu declare that

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## **DEDICATION**

This research work is dedicated to God almighty the Giver of wisdom, knowledge and understanding.

Also to my husband and kids, Dr. Ayansola Ayandibu, Ademola, Adedamola, Adeola and Adeolu Ayandibu

And

To my parents Elder and Mrs. Ayodele Olaleye who God used to endow me with education.

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## **ABSTRACT**

The study examined the relationship between transformational leadership style and employee performance in the Independent National Electoral Commission (INEC) in Nigeria. The objectives of the study are to: investigate the relationship between transformational leadership style and employee performance in the INEC; examine the extent to which transformational leadership style affects performance in the INEC; evaluate the effect of transformational leadership style on employee behaviour in the INEC; examine the impact of transformational leadership style on employee empowerment in the INEC; and determine how the transformational leadership style influences employee attitude in the INEC. The study adopted positivist paradigm which will allow the researcher to explain the relationships between variables. A descriptive study was conducted to discover facts and describe the research phenomenon accurately as it exists in its natural setting. A quantitative research method was used which will helped to make meaning of the data. The study population was the officials at the INEC, 290, and the sample size selected was 165 (i.e. administrative officers, executive officers, assistant managers, deputy managers and managers). Structured questionnaires were used to collect the data from the employees working at INEC. A probability simple random sampling technique was used to select the employees at the INEC. The reliability and validity of the research instrument were measured through Cronbach's alpha coefficient and factor analysis, respectively. The study adopted the 4-point Likert Scale. The data collected from the study was analysed with the help of the SPSS, version 25. Both descriptive and inferential statistics were employed to interpret the findings. The results of the study showed that although there was no significant relationship between the various items and transformational leadership style, the mean score ( $M = 3.11$ ) indicated that there was a significant relationship between transformational leadership style and employee performance at the INEC. In addition, the overall mean score ( $M = 3.03$ ) suggests that transformational leadership style positively influenced team work, groups or department in the INEC. Furthermore, the results ( $M 3.12$ ) revealed that transformational leadership influenced employee attitude, employee empowerment and work facilitation in the INEC. The finding ( $M = 3.07$ ) from the study shows that the transformational leadership style influenced employee behaviour at the INEC.

**Keywords: Leadership, transformational leadership, performance, employee empowerment, attitude and behaviour**

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## **CHAPTER ONE: OVERVIEW OF THE STUDY**

### **1.1 Introduction**

This research project explored the link between transformational leadership style and employee performance in the Independent National Electoral Commission (INEC) in Nigeria. Mozaffar and Schedler (2002), averred that credible elections are practically unattainable without effectual and proficient electoral institutions. To this end, Ibrahim (2007), agreed that electoral commissions are vital to overall election quality discernment and define the level to which political participants see the entire electoral process as genuine, compelling and requisite. Since elections are the heartbeat of any democratic process and that ineffective electoral administration leads to political instability and loss of legitimacy, assessing the relationship between leadership and employee performance in the INEC is most appropriate to determine credible elections in Nigeria. Although there are various styles of leadership, however, the focus of this study is the transformational leadership style and employee performance in the INEC. Transformational leadership behaviour determines a number of outcomes that reflect leader effectiveness. Amongst all the leadership styles, the transformational leadership style is considered the best approach because it encourages followers to be aware of the organisation, as well as their personal goals (Katou & Budhwar, 2010). Transformational leadership styles enable leaders or managers to make changes to the organisation when necessary (Atiku, Chitakunye, & Fields, 2014). This leadership style significantly influences the attainment of organisational goals and objectives, as well as the day-to-day operations of the corporation. Although much has been written on transformational leadership worldwide, there is a paucity of studies in Nigeria that examine the relationship between transformational leadership and employee performance in the INEC. This study, therefore, seeks to address the gap in research, by carrying out an in-depth research on the correlations between transformational leadership style and performance of employees, using INEC as a case study.

The chapter includes the background of the study, followed by the problem statement. It proceeds with the research aim and continues to outline the rationale for the study. Furthermore, it outlines research objectives and questions. In addition, the chapter provides a brief outline of the significance of the study. Also, it presents the assumptions and limitations of the study. Finally, it provides the overview of the chapters that will form part of the dissertation.

## **1.2 Background of the Study**

Leadership is increasingly becoming very important, playing a pivotal role in achieving organisational success. Haider and Riaz (2010) suggested that organisations all over the world are more concerned with understanding, searching for, and developing leaders who will steer their affairs (Haider and Riaz, 2010). Haider and Riaz (2010) argued that organisations, irrespective of their size and the nature of leadership, require leaders who will help in establishing high performing teams. The authors pointed out that the current competitive environment does not only require having a competitive edge and sustained profitability; rather, it requires good leadership to steer the affairs. Patiar and Wang (2016) also pointed out that the transformational leadership style has a significant impact on employee commitment and performance in the hospitality industry.

Several leadership approaches (e.g., transformational, transactional, charismatic, and servant leadership) have been developed over the past decades to assist organisations achieve their desired objectives. Transformational leadership has been identified as the most effective leadership style or approach, especially in situations in which the leader seeks to change the existing status quo. This type of leader employs techniques such as rewards, interpersonal communication, principles, policies and procedures, to create a dynamic, empowering culture, that is active, strong, and innovative (Ahmad, Abbas, Latif & Rasheed, 2014). The term transformational leadership style was coined by Burns James MacGregor in 1978 as an approach to leadership which is based on the premise that effective leaders are those that change the status quo. It refers to strong personal identification by the leader, a shared vision creation of the future; also, a relationship that exists between leaders and followers based on reward for compliance (Atiku et al. 2014; Ergeneli, Gohar, & Temirbekova, 2012). Transformational leaders are seen as leaders for change, creators of new visions and mission, motivated and committed to the vision and mission and transformation of employees, and the organisation at large (Atiku et al., 2014; Ergeneli et al., 2012).

One of the major responsibilities of transformational leaders is that they have excellent ability to influence organisational commitment by promoting the values that are related to the organisational goal accomplishment. Also, they emphasise the relationship between the employees' efforts and their goal achievement, creating an awesome degree of personal commitment on the part of both followers as well as leaders (Bushra, Asvir & Naveed, 2011). Another responsibility of transformational leaders is that they motivate employees to accomplish more, by focusing on their

values, providing guidelines for aligning their values with the values of the organisation (Bushra et al., 2011). Looking at the above definitions, as well as the duties of transformational leaders, they are motivators and mentors to their subordinates.

Various scholars have written about transformational leadership and agreed that this is the type of leadership style that motivates, influences, and encourages employees or subordinates to perform at their best (Bushra et al. 2011; Galanou, 2010). Abasilim (2014) investigated into transformational leadership style and its relationship within organisational leadership in in Nigeria work context and found that transformational leadership style has a significant positive relationship with organisational performance in Nigerian work context and therefore recommended that organisations who want to improve or ensure optimal organisational performance must adopt leadership style that fits the settings in which the followers and leadership interact and also training to enhance this leadership style (transformational) should be encouraged in Nigerian work context. In a similar study, Yusuf, Muhammed and Kazeem (2014, p.17) also researched into the topic “management of leadership style: an approach to organizational performance and effectiveness in Nigeria”. The transformational leadership behaviours and performance/outcome were considered very important in the study including charisma, inspirational motivation and intellectual stimulation/individual consideration; and effectiveness, extra effort and satisfaction, respectively. The study was conducted in Federal capital territory, Abuja, North-central Nigeria with the use of questionnaire and interview to collect data that was statistically analyzed using regression model with the use of Statistical Package for social science (SPSS). Also, the transactional leadership behaviours and performance/outcome variables were constructive/contingent reward and corrective/management by exception; and effort, productivity and loyalty/commitment, respectively with other form of leadership theories. The result of the study showed that there is a positive significant relationship between the application of leadership style and performance of business organizations in Nigeria. Although the results showed that there was a positive relationship significant relationship between leadership style and performance, however, it failed to indicate which of the leadership styles has a stronger impact on performance.

Although much has been written on the various leadership styles and performance in the context of Nigerian organisations, however, there is a limited research on leadership styles and employee in the INEC in Nigeria. The origin of the INEC can be traced back to the period prior to

independence when the Electoral Commission of Nigeria was established to conduct 1959 elections. The electoral body was dissolved after the military coup of 1966. In 1978, the Federal Electoral Commission was constituted by the regime of General Olusegun Obasanjo, organizing the elections of 1979 which ushered in the Nigerian Second Republic under the leadership of Alhaji Shehu Shagari. It also conducted the general elections of 1983. In December 1995, the military government of General Sani Abacha established the National Electoral Commission of Nigeria which conducted another set of elections. These elected institutions were not inaugurated before the sudden death of General Abacha on June 1998 aborted the process. In 1998 General Abdulsalam Abubakar's Administration dissolved NECON and established the Independent National Electoral Commission (INEC). INEC organised the transitional elections that ushered in the Nigerian Fourth Republic on May 29, 1999.

The INEC has encountered several controversies in the run-up to elections in the country, most notably the April 2007 general elections, including criticism about its preparedness from Sada Abubakar, Sultan of Sokoto and a dispute over its "disqualification" of Vice president Atiku Abubakar's candidacy. The Supreme Court ruled that the INEC cannot disqualify candidates, so Abubakar's name was added to ballots at the last minute. On the subject of election irregularities, INEC spokesman Philip Umeadi said on April 19 that "we are not sitting on any crisis in Nigeria". The mission of INEC is to serve as an independent and effective EMB committed to the conduct of free, fair and credible elections for sustainable democracy in Nigeria. The vision of INEC is to be one of the best Election Management Bodies (EMB) in the world that meets the aspirations of the Nigerian people.

INEC was accused of widespread electoral irregularities in the 2019 presidential elections including cases of ballot paper unavailability, unavailability of smart card readers and large cancellation of valid votes (INEC, 2019). The main opposition has planned to contest the results of the election. Most people in Nigeria and other parts of the world have argued the controversies in the INEC was a leadership challenge. For example, After Akpata died in January 2000, the government of President Olusegun Obasanjo appointed Abel Guobadia Nigeria's Chief Electoral Officer, a position that was confirmed by the Nigerian Senate in May 2000. Guobadia was responsible for the 2003 elections, which were marred by widespread violence and other irregularities. In June 2005, Guobadia retired and was succeeded by Professor Maurice Iwu. Soon



after being appointed, Iwu announced that foreign monitors would not be allowed during elections, but only foreign election observers. This decision was condemned by politicians and civil society groups who called for his immediate removal from office. The conduct of the 2007 elections was again criticized as falling below acceptable democratic standards. From the above discussion, it is very clear that the INEC has been confronted with leadership challenge which affected its performance previous elections. The aims of this study is therefore to investigate the relationship between transformational leadership style and employee performance in the INEC in Nigeria.

### **1.3 Problem Statement**

There are many types of leadership style, however, various researchers have identified transformational leadership as the most effective leadership style for increasing employee and organisational performance (Ahmad et al., 2014; Metwally, El-Bishbishy & Nawar, 2014; Ojokuku, Odetayo & Sajuyigbe, 2012; Shah & Nisar, 2011).

Ahmad et al. (2014) argued that various studies confirm that a positive relationship between transformational leadership style and organisational performance. Fu-Jin, Shieh, and Tang (2010) expressed a similar opinion that several studies on different organisational settings showed that there is an inverse relationship between the two constructs. This is the with particular reference to transformational leadership style positively contributing to employee performance, as opposed to other leadership styles, such as transactional and charismatic leadership styles.

Wang, Chich-Jen and Mei-Ling (2010),, in their study recommended that, even though the transactional leadership style has a significant positive impact on performance, the transformational leadership style has been found to have a more positive effect on performance. A study conducted by Ojokuku et al. (2012) to explore the effect of leadership styles on performance in selected banks, in Ibadan Nigeria, revealed that transformational and democratic leadership styles enhance organisational efficiency. Trmal, Bustamam, and Mohamed (2015) also found that transformational leadership is effective, in that it drives changes in individual behaviour. Such contributes to the attainment of organisational goals. The researchers argued that transformational leadership has the ability to influence the overall performance of the organisation. Widayanti and Putranto (2015) also discovered that transformational and transactional leadership has a significant effect on employee performance, either partially or concurrently.

Naeem and Khanzada (2018) investigated the role of transformational leadership in employees' performance with job satisfaction in the health sector of Pakistan. The study utilised questionnaires to collect data from 152 respondents. The overall results of the study revealed that the transformational leadership style positively influenced employee performance in the health sector of Pakistan. Further reviews of literature suggest that the transformational leadership style has been a dominant construct in leadership research today; and has led to a paradigm shift in leadership thinking.

As mentioned above, over the years the INEC has received strong criticisms from citizens, politician and other social commentators on its failures to conduct free, transparent, fair and peaceful elections. On his part, Oladipupo (2011), carried out a comparative analysis of electoral processes in Nigeria and Ghana with a focus on 2007 elections in Nigeria and 2008 elections in Ghana. Placing side by side some of the major factors that contributed in unmaking and the making of democratic stability in the two countries. He argued that the electoral process through which representatives emerge in Nigeria is one which is yet to be subdued unlike in Ghana. The study discovered that the INEC has been hit with leadership crisis which have affected its performance in successive elections. Kerr (2011) investigated the determinants of Africans "perceptions of election quality using two rounds of election surveys of the 2007 Nigerian Federal and State elections and contends that citizens" performance evaluations of electoralrelated institutions matter more than their experience with electoral irregularities or their political party affiliations while doing a research on the work titled "perceptions versus reality: assessing popular evaluations of election quality in Africa". The study ascertained that Nigerians rely significantly on their perceptions of the performance of INEC when forming their opinions on the credibility of the elections. The study also examined two important dimensions of institutional performance: leadership/political autonomy and capacity. Grippingly, the domino effect indicated that Nigerians are more concerned with the political autonomy of INEC and more forgiving of procedural irregularities that stem from deficiencies in INEC administrative capacity.

Ekundayo (2015) investigated into the topic "a critical evaluation of electoral management bodies in Nigeria and the perennial problem of electoral management since independence in 1960". The study captured and archived the activities of the electoral commissions from 1960 to date and observes that these electoral commissions, more than any other institutions, are responsible for the

recurrent problem of electoral management and the epileptic growth of democracy in Nigeria. The study contended that the present symphony and tricks of the INEC is not capable enough and observes that the electoral management body as presently constituted is still grappling with problems of electoral management. Similarly, Omotola (2010), in a related study on Elections and democratic transition in Nigeria under the fourth republic analysed the impact of elections and particularly their administration on Nigeria's democratization process. He argued that elections under the fourth republic has been characterised by ineffective administration at all stages and levels (before, during and after), resulting in disastrously discredited outcomes. This is due largely to the weak institutionalization of the primary agencies of electoral administration, particularly the INEC and the political parties. Furthermore, INEC lacks both institutional and administrative autonomy, as manifested by its composition and funding by the presidency, as well as its gross lack of professionalism and security of tenure for its officials.

Accordingly, Odoziobodo (2015), in a work titled "INEC and the conduct of elections in Nigeria: an appraisal of the 2015 General Elections" argues that elections have remain very vital to the principle and practice of democracy anywhere in the world and that the management of elections by any election management body is momentous to the electoral process and by implication, the consolidation of democracy in any country. The study argued that in the conduct of the 2015 general elections in Nigeria, INEC did not achieve the three imperatives of electoral governance, namely, administrative efficiency, political neutrality and public accountability and therefore, the election was not free and fair. Although several studies were carried out on transformational leadership and employee performance in Nigeria, very little has been conducted to establish the intercorrelation between the transformational leadership style and employee performance in the INEC, making this the main motivator for this study. It is against the foregoing, that the current research seeks to investigate the interplay between transformational leadership style and employee performance in the INEC.

#### **1.4 Main Aim of the Study**

The broad aim of this study is to investigate the relationship between transformational leadership style and employee performance in the INEC. This research is necessary to identify the extent to which transformational leadership may be a suitable method of interaction in addressing challenges within the Nigerian INEC so as to achieve greater performance. In this study, the full

range of leadership theories will be utilised to guide the leadership survey on INEC, using the transformational leadership style. This will enable the researcher to assess the existing leadership practices within the organisation.

### **1.5 Rationale of the Study**

The rationale for conducting this research is that the INEC is facing an enormous challenge owing to the inability to find the most effective and efficient leader to steer the affairs of the organisation. Also, the organisation is not aware of the best leadership style that will allow employees to function more effectively and efficiently in meeting their performance targets. It is against this notion that the study seeks to explore the extent to which transformational leadership style influence employee performance within INEC in Nigeria.

### **1.6 Research Questions**

The study seeks to address the following questions:

- 1.6.1 What type of relationship exist between transformational leadership style and employee performance in the Independent National Electoral Commission?
- 1.6.2 How does transformational leadership style affect the performance of the Independent National Electoral Commission?
- 1.6.3 What is the effect of transformational leadership style on employee behaviour in the Independent National Electoral Commission?
- 1.6.4 What is the impact of transformational leadership on employee empowerment in the Independent National Electoral Commission?
- 1.6.5 How does the transformational leadership style influence employee attitudes in the Independent National Electoral Commission?

### **1.7 Research Objectives**

The study addresses the following objectives:

- 1.7.1 To investigate what of relationship exist between transformational leadership style and employee performance in the Independent National Electoral Commission.

- 1.7.2 To examine the extent to which transformational leadership style affects performance in the Independent National Electoral Commission.
- 1.7.3 To evaluate the effect of transformational leadership style on employee behaviour in the Independent National Electoral Commission.
- 1.7.4 To examine the impact of transformational leadership style on employee empowerment in the Independent National Electoral Commission.
- 1.7.5 To determine how the transformational leadership style influences employee attitude in the Independent National Electoral Commission.

## **1.8 Significance of the Study**

There are a number of benefits that may be derived from this study. To begin with, the study will contribute to the existing body of knowledge on leadership and performance, not only in the Nigerian context, but in the world at large. Also, the study will help in educating governments, employees, managers, and other stakeholders on which leadership style is the most appropriate to be used. Furthermore, the study will be useful to organisations because it will help to create awareness of the most effective leadership style which contributes to employee performance. The study will serve as a guide to leaders on how to motivate their employees to increase their performance within the organisation. The study will also provide possible solutions to leadership challenges within the INEC so as to address the performance problems of the employees. Also, the study could also be used as a reference point of material for academics, researchers, and students who wish to conduct a similar research in the future.

## **1.9 Assumptions of the Study**

There are several assumptions which underlined this study. The first assumption is that transformational leadership style is the most effective leadership style based on previous studies, even though none have been conducted in the INEC. The second assumption is that the commission has a main commissioner, to whom other leaders in the commission report. The third assumption is that the INEC is an autonomous body established by an Act of Parliament, but not under the direct control of the ruling government. The final assumption is that all participants (employees) will respond truthfully in answering the questionnaires. Although this may not have been the case

in other studies, the researcher will take conscious steps to minimise any influences from occurring.

### 1.10 Definition of Terms

The following key terms have been defined below:

- **Leadership:** According to Ahmad et al. (2014), leadership is the art of influencing followers through direction, and also support for achieving their desired objectives.
- **A leader:** Ekaningsih (2014:111) describes a leader as someone “who lead, held others' hands to lead the way and show the way for those they lead”.
- **Leadership style:** According to Batista-Taran et al. (2013), leadership style is the way in which the leader/manager influences, directs and stimulates a person to achieve his personal or professional goals.
- **Transformational leadership style:** This is a type of leaders are interested in changing the existing status quo. They encourages their followers to strive hard towards the achievement of common goals (Ahmad et al., 2014).
- **Transactional leadership style:** Transactional leadership style focuses mainly on leader-follower exchanges (Riaz & Haider, 2010).
- **Charismatic leadership style:** Leaders with this leadership style have vision, as well as a personality that motivates followers to execute that vision.

### 1.11 Research Design

The study will adopt the positivist paradigm which will allow the researcher to explain the relationships between variables. This paradigm will help to identify causes which influence outcomes. A descriptive study will be conducted to discover facts and describe the research phenomenon in in-depth. A quantitative study will be conducted which will help to make meaning of the data. The study population will be the officials at the INEC. Structured questionnaires will be the main instrument for the data collection. The reliability and validity of the questionnaire will be measured through Cronbach's alpha coefficient and factor analysis, respectively. The data will be analysed by SPSS, version 25. Both descriptive and inferential statistics will be used in this study including frequency, percentage, mean, minimum, maximum, and standard deviation, Pearson's moment correlation, Anova, Post Hoc Scheffe's Test, and the t-test.

## **1.12 Organisation of the Study**

The thesis will compose of six chapters:

### **1.12.1 Chapter One – Introduction**

This chapter is made up of the background of the study, statement of problem, motivation, the research aim, objectives, questions, importance of the study, assumptions and operational definitions of key concepts or constructs.

### **1.12.2 Chapter Two –Literature Review**

This chapter presents the review of literature on transformational leadership and performance. It will be organised into two sections. The former discusses empirical work and the latter will focus on the review of existing literature on employee performance. The chapter will also present a conceptual framework which links transformational leadership to employee performance.

### **1.12.3 Chapter Three – Research Methodology**

This chapter presents the research methodology, including the research philosophy, research design, research method, population, sampling procedures, sampling techniques, sampling frame, data-collection instrument, pilot study, research reliability and validity, data analysis, and limitation encountered.

### **1.12.4 Chapter Four –Presentation of the Results**

This chapter covers presentation, analysis, and interpretation of results. The findings will be presented in line with the research objectives.

### **1.12.5 Chapter Five –Discussion of the Results**

This chapter discusses the findings in detail emanating from this study, using various related literature to corroborate the overall results of the study. The discussion of the results will be aligned with each of the research objectives.

### **1.12.6 Chapter Six – Conclusions, Summary, and Recommendations**

This chapter presents the summary of findings, the conclusion, and recommendations. The chapter also contains the directions for future research.

### **1.13 Conclusion**

The chapter gave a comprehensive background to the research problem. In addition, the chapter outlined the motivation for undertaking the research. Furthermore, it gave an account of the research aims and rationale. It delineated the main research questions and objectives. It also outlined the significant and assumptions of the study. It defined the various terms and provided a summary of the various chapters.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The previous chapter presents the general background of the study. The focus of this chapter is to the review of literature on both empirical and theoretical works regarding leadership and employee performance. The chapter is organised into two main parts. The former reviews empirical works on leadership styles, while the latter reviews empirical works on employee and organisational performance.

### **2.2 Conceptualization of the Terms Leadership, Leader, and Leadership Style**

The concept of leadership is a field of study which contributes immensely to achieving organisational goals. Chemobo, Kimani, Musiega and Willy (2014) emphasised that leadership plays a crucial role in the well-being of organisations or nations. Over the last decades, leadership has been perceived as a new, effective mechanism for managing people, as well as organisations at large. According to Chemobo et al. (2014), the concept of human-resource management has, however, gradually replaced the traditional personnel management. This has necessitated the strategic integration of new leadership styles into the effective management of the human capital.

According to Nazim (2016), leadership is considered an important element in organisations whereby a person provides direction for others to follow, in accomplishing a desired goal. On the contrary, Hussain, Abbas, Lei, Jamal Haider and Akram (2017) referred to leadership as the process of creating organisational creativity through knowledge-sharing behaviour between employees and leaders.

Haider and Riaz (2010) suggested that organisations worldwide are more concerned with understanding, searching for, and developing leaders. The authors postulated that, irrespective of the size and nature of the organisation, leadership plays a crucial role in establishing high performing teams. According to Haider and Riaz (2010), the current competitive environment not only requires having a competitive edge and sustained profitability, maintenance of ethical standards, compliance with civic commitments, and establishing a safe and equitable work environment. It also requires good leadership to steer the affairs of the organisation. The above researchers added that literature on leadership shows a progressive pattern, which starts from focusing on the attributes and characteristics of a leader, going on to concentrating on behaviour, and later focusing on the contextualised nature of leadership. The concept of leadership starts with

the unique focus on the theory of the “Great Man”. The leadership development in an organisation is a crucial matter that needs special attention. Leadership development in an organisation may be influenced by many factors such as trust, followers, and leaders. Dike, Odiwe , Ehuji and Dike (2015) postulated that leadership is becoming increasingly important, especially in the 21<sup>st</sup> century. This is because it plays a pivotal role in achieving organisational success. Ispas and Babaița (2012) also argue that leadership is increasingly becoming important in this contemporary globalisation era. It is highlighted in all types of organisation, irrespective of the type of ownership, size, or scope of activity. The effective, efficient, and smooth running of an organisation depends on human resources (Bushra, Ahmad and Naveed 2011). Human resources are the most valuable asset of every organisation. Bushra, Ahmad and Naveed (2011) noted that well-qualified human resources are needed to achieve organisational goals. In this current era, the world has become a global village; firms are considered competitive on the basis of competence of their human resources. However, it is a difficult task to meet the growing demands of the workforce. Bushra et al. (2011) proposed that management of employees depends on the kind of leadership style of the organisations.

### **2.2.1 Definition of Leadership**

Ahmad, Abbas, Latif and Rasheed (2014) contended that leadership is the art of influencing followers through direction and also support for achieving their desired objectives. The authors suggest that leadership is all about the quality of the leader that inspire the subordinates to achieve their goals. From this definition, it may be deduced that leadership is all about influencing others to achieve their individual or group goals. Also, as observed from the definition leadership has to do with providing direction for others to follow. Therefore, one could argue that a leader without the ability to influence others to achieve the desired goals cannot be regarded as an effective or a good leader. This clarifies that a leader must be able to influence or inspire his other followers in achieving the group goals.

Bodla and Nawaz (2010) postulated that leadership is the continuous process of influencing the followers. The authors argue that a leader without influence is a dead leader who cannot continue leading. These authors insisted that a good leader must be able to influence, inspire, encourage, motivate, and energise others towards the attainment of the group goals. As per this definition, it can be deduced that the elements of a good leadership include the ability to influence, inspire,

motivate and energise followers to achieve a stated goal. The definition by Bodla and Nawaz (2010) is also similar to the above two definitions. These three definitions see leadership as an art or a process of influencing others (followers) to achieve a common goal. According to Ekaningsih (2014, p.111), “leadership is the science and art which influences and directs others by building compliance, fidelity, respect, and vigorous collaboration to gain the goals”. A critical look at this definition also suggests that it is similar to the above definitions. However, it is broad in scope. From the definition offered by the author, it is suggested that leadership is not just about influence but rather about the ability to direct others by ensuring compliance, respect, fidelity, and collaboration towards the attainment of the group or individual goals. This suggests that a leader must not only influence but must also direct followers in the accomplishment of the desired goods. Moreover, Mintzberg (2010) argued that leadership is the key to trust that comes from the respect for others. This definition differs from all the other definitions provided above. Voon and others (2011:24) suggested that leadership is a two-way communication between the leader and followers, and the goal which is reaching towards the determined aims of management.

From the aforementioned definitions, it can be concluded that leadership is the ability to influence, direct, inspire, encourage, motivate and energise other to work towards the achievement of a common goal.

### **2.2.2 Definition of a Leader**

Having defined the term leadership, it is also important to establish who a leader is. There are a number of definitions of a leader. Ekaningsih (2014, p.111) described a leader as someone “who lead, held others' hands to lead the way and show the way for those they lead”. A leader is someone who stimulates, motivates, inspires, encourages, and recognise followers contribution or efforts, to enable them work towards achieving the desired goals (Metwally, El-bishbishy & Nawar, 2014)

Batista-Taran, Shuck, Gutierrez and Baralt (2013) posited that a leader is an individual in the organisation who sets the tone and culture. According to Batista-Taran et al. (2013), effective leaders are those able to influence followers to attain the desired goals of the organisation. There is a clear distinction between managers and leaders. While managers create order and consistency, leaders produce change, and motivate their employees.

From the definitions, it can be concluded that a good leader must stimulate, motivate, inspire, encourage, and recognise followers contribution or efforts. In addition, an effective leader should be the one who influence followers to attain the desired goals of the organisation. Furthermore, a good leader is the one who is able to change the status quo.

### 2.2.3 Definition of Leadership Style

Leadership style has been described as the particular way a leader/manager directs and stimulates a person to achieve his personal or professional goals (Batista-Taran et al.). Batista-Taran et al. (2013) further added that leadership style is the art of energising and motivating people in such a way that ensures that the organisational goals are attained. The authors noted that good leadership style direct, motivates, and encourages followers to act in a manner that will lead to the accomplishment of the overall organisational goals.

Noor (2015) described leadership style as a process that provides direction, plans, and motivates followers to behave in such a way that will ensure the achievement of the group or individual goals. According to Noor (2015), the essence of leadership style is gaining commitment of the followers towards the attainment of the group goals. The author expressed that a good leadership style should aim at influencing, directing, and motivating others to achieve the desired goals or objectives.

Uchenwamgbe (2013) defined leadership style as the behavioural patterns that a leader adopts to influence the behaviour of his or her subordinates. Uchenwamgbe (2013) articulated that an outstanding leadership style does not only increase subordinates' potential to enhance efficiency. It also meets their requirements in the process of achieving organisational goals.

Nanjundeswaraswamy and Swamy (2014, p.58) maintained that leadership style is the “relatively consistent pattern of behavior that characterizes a leader”. The authors added that the leadership style comprises the total pattern of explicit and implicit actions taken by a leader to direct, influence, motivate, and inspire others to accomplish the desired goals.

Conger (2011) opined that leadership style is an approach which is used to motivate, direct, energise, and inspire followers to work harder to achieve the desired goals. The author contends that leadership is not a “one size fits all” phenomenon. He postulated that a leadership style must be selected and adapted to fit organisations, situations, groups, and individuals.

From the above definitions, the researcher is of the strong opinion that leadership is about the ability of the leader to influence followers in a positive direction. A leader without the ability to influence others cannot be considered a successful leader.

#### **2.2.4 Definition of Transformational Leadership Style**

It has been argued that difference between transformational and transactional leadership lies in the way of motivating others. Bass (1985) explains that a transformational leader's behaviour originates in the personal values and beliefs of the leader and motivates subordinates to do more than expected. Transformational leadership has been defined as a process where, one or more persons engage with others in such a way that the leaders and followers raise one another to higher levels of motivation and morality (Burns, 1978). With this leadership style, the follower feels trust, admiration, loyalty and respect towards the leader, and is motivated to do more than what was originally expected to do (Bass, 1985; Katz & Kahn, 1978).

Money (2017) defined transformational leadership styles as a process where the leader stimulates and inspires followers to both achieve extra ordinary outcomes and, in the process, develop their own leadership capacity. Transformational leadership is a style of leadership that involves a change (Money, 2017). Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work towards common goals (ibid). According to Avolio, Walumbwa, and Weber (2009), transformational leadership has to do with leader's behaviour that transform and inspire followers to perform beyond expectations while transcending self-interest for the good of the organisation. From the forging definitions, transformational leaders possess unique qualities like raising follower's consciousness levels about the importance and value of designated outcomes and ways of achieving them. Transformational leaders also motivate followers to transcend their own immediate self-interest for the sake of the mission and vision of the organization (Ejere & Abasilim, 2013).

From the view of the above definitions, it is very clear that transformational leaders are able to exercise influence in two primary areas, which appeal to the mind and the heart that is deep thinking and empathy. Through their influences, transformational leaders are able to motivate followers to act on their own behalf and for the needs of others. Furthermore, this kind of leaders empathise with the developmental needs of their followers. The goal of this leadership style is to

transform people and organisations in a literal sense to change them in mind and heart: enlarge vision, insight, and understanding; clarify purposes; make behaviour congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building (Masi, 2008). Transformational leaders also seek new ways of working, seek opportunities in the face of risk, prefer effective to efficient answers and are less likely to support the status quo. Transformational leaders do not merely react to environmental circumstances (Johnson, 2009).

The elements of the above definitions which form an important part of this study include beliefs, principles and values of the transformational leaders, the ability to transform others, the ability to change the status quo, self-perpetuating, momentum building, the ability to motivate followers to act on their own behalf and for the needs of others.

### **2.3 Evolution of Leadership**

Even though the practice of leadership has changed considerably over time, the need for leaders and leadership has not resulted in a proliferation of leadership books (over 3, 300). Ever since Burns's seminal work on transforming leadership has been published, several leadership programmes, especially in tertiary institutions have grown to over 900 (Sapna, 2010). It is evident that interest in the field of leadership remains high (Sapna, 2010). Hussain et al. (2017) postulated that leadership styles enjoyed more attention in the 1970s. Although this review not exhaustive, it traces the historical evolution of the leadership theory from its initial focus on the "Great Man" and the trait theory to the contemporary study of transformational leadership theory offered by Bass (1990). Although the underpinnings of leadership theory have changed over time, in many ways, the basic functions of leadership, such as providing direction, decision-making, establishing goals, communicating, as well as resolving conflicts, have not changed. The review of historical development of leadership theories will help provide some necessary perspective and context within which to appreciate the increasing interest in transformational leadership (Sapna, 2010).

The historical development of the study of leaders and leadership derives from Galton's Great Man theory (Munyeka & Ngirande, 2014). Royalty, battlefield heroes, and other wealthy and successful individuals are believed to possess inherent characteristics and abilities that set them apart from the population at large; and which enabled them to achieve great success. The Great Man theory

subsequently gave rise to the trait theory in the 1920s and 1930s, which generally unsuccessfully attempted to identify traits that made leaders different from other individuals. The underlying assumption of the theory was that leaders surely had to possess some universal characteristics that made them leaders. For the most part, traits were viewed as “givens”—something that was there at birth—inborn, fixed, and applicable to any circumstances. The shortcomings of the theory, however, were that it did not take into account the myriad different circumstances faced by leaders; nor the vast differences in the types of individuals being led. Likewise, no attempt was made properly to measure the leader’s performance. Researchers in the field subsequently refocused their efforts away from who a leader to what leaders did, attempting to identify observable leadership behaviour. The behavioural approach makes an effort to identify exactly what good leaders do on the job; and then draws a relationship between those specific behaviours and their leadership effectiveness. Research in this area has identified two different dimensions of leadership behaviour (although labelled differently, depending on the study) – one focused on the task, and the other on the people, or the interpersonal dimension.

## **2.4 Theories of Leadership**

Nanjundeswaraswamy and Swamy (2014) proposed that early research focusing on leadership recognised two main types of leadership theory, namely: trait, and behavioural theories. However, Belonio (2012) concurs that there exists different schools of thoughts on leadership theories apart from the aforementioned, including the contingency, visionary, and competency schools. Each theory plays an important role as far as leadership is concerned. However, the best theory which informs this study is the behavioural theory. The following is the discussion on the various leadership theories.

### **2.4.1 Trait theory**

The trait theory became very popular around the 1940s (Belonio, 2012). Those who ascribe to the trait theory assume that effective leaders are born but not made; and they possess unique leadership qualities that distinguish them from non-leaders. Mewally et al. (2014, p.33) argued that this school of thought “focused on identifying the personality traits, which distinguished leaders from non-leaders”.

The “great man theory” is based on the premise that the capacity for leadership is inherent, that great leaders are born, not made (Ololube, 2013). The trait theory offers the opinion that people

possess certain inherent qualities that make them better leaders. This theory often identifies certain personality traits and behaviours that are shared by effective leaders. Robbins, Judge and Campbell (2010) suggest that the trait theory tries to identify certain personality traits that are associated with leaders. However, it was argued that, with the trait theory, there is no accepted set of traits that may be linked to effective leadership. It was found that every born leader has varying levels of the necessary leadership traits: it is how one uses them that matters. Robbins et al. (2010) identify the following wider trait components of leadership, such as drive, leadership motivation, integrity, self-confidence, and emotional maturity. According to the authors, born leaders possess these unique leadership qualities which differentiate them from non-leaders, namely: intelligence, alertness to the needs of others, understanding of the task, initiative and persistence in dealing with problems, self-confidence, and desire to accept responsibility and occupy a position of dominance (Stodgill, 1948).

According to Fleenor (2011), the trait theory “focuses on the basic traits like physical and personal characteristic along with the competencies a leader should possess (p.166)”. The author concurred that leaders who ascribe to this school of thought have unique features that they are born with and remain consistent for a long time. The trait approach pays more attention to the leader, not to the followers or the situation. This makes the trait approach theoretically more straightforward than other approaches, such as the situational leadership, and the behavioural theory. In a nutshell, this theory is more concerned with what traits exhibit, and who has those traits. It does not lay down a set of assumptions or principles about what kind of leader is needed in a certain situation, or what a leader should do, given a particular set of circumstances. Rather, it focuses on the need to have a leader with a certain set of traits as crucial to effective leadership. With this theory, it is the leader and his personality that are central to the organisation.

The trait theory has faced certain criticism from researchers in the past despite its contribution to the understanding of leadership. The trait theory is based on the assumption that the person and the situation must be considered in conjunction with terms of leadership. However, not everyone is born leader (Landis et al., 2014). It has been argued that the difficulty in classifying and validating characteristics of trait leaders has led to widespread criticism of the trait theory, resulting in the emergence of behavioural theory (Fleenor, 2011).



A recent study by Allen (2018) also pointed out that difficulty emerges from the view that traits, as biologically programmed attributes, cannot be altered. The broad view of this approach to leadership explains the fact that personality traits, though being relatively stable, can change. This assertion underscores the observation made by Hudson and Roberts (2014) that most people desire change and even set goals to that effect.

#### **2.4.2 Behavioural theory**

This school of thought became very prominent between 1940s and 1960s after the trait theory was heavily criticised (Belonio, 2012). The proponents defused the assumption that great leaders are born with certain inherent qualities which distinguish them from non-leaders. According to Belonio (2012), those who subscribe to the behavioural theory assume that leaders can be made although not to the manor born. This means that people are born, thereafter learning to become successful or effective leaders. The behavioural theory focuses on the actions of leaders, not on their intellectual qualities or internal state. The proponents argued that people can learn to become leaders through training and observation.

Metwally et al. (2014, p.34) advocated that the “behavioural theory shifted the prominence away from the characteristics of the leader to the behaviour and style the leader adopted.” In this sense, these early studies are focused on identifying the “one best way of leading”. The authors postulate that behavioural theory seeks to better understand of successful leaders; that is, their behaviours. The behavioural theory recommends that there are two categories of leadership behaviour, namely, the task, and people-behaviour. According to Metwally et al. (2014) task behaviour emphasises roles, tasks, plans, and schedules work and sets performance standards and procedures. Leaders with people-behaviours are friendly and supportive, show trust and confidence and concern about the welfare of others.

McCleskey (2014) stated that the proponents of the behavioural theory hold that great leaders are not born; rather, they are made. The assumption that successful leaders are born does not reflect the situation in contemporary organisations. According to McCleskey (2014), if leaders are born and not made, then there is no need for leadership and management courses in educational institutions. This approach relies on the view that people are trained to become effective leaders. When people are trained to become leaders, they perform better than born leaders.

The behavioural leadership theory is regarded by researchers (Kim, Brymer and Robert, 2011; McCleskey, 2014), as the best approach, owing to the numerous contributions it makes to organisations. Yaser (2012) asserted that learned leaders are more successful than born leaders. They are able to work with people of diverse backgrounds. They also have the skills of managing others more effectively than born leaders.

As with the trait theory, the behavioural theory was also criticised on several assumption. Critics suggested that leaders are born, not made (Maj, 2011). According to Maj (2011), the behavioural leadership theory cannot function effectively in times of urgent situations. Also, critics implied that the major weakness of the behavioural approach is that it ignores the role of situational factors; and that effective leadership is dependent upon the situation. This criticism has paved the way for the emergence of the situational theory.

### **2.4.3 Situational theory**

The situational leadership theory was developed by Paul Hersey and Ken Blanchard in 1969. Their theory is based on the premise that effective leadership depends on the leader's ability to change his behaviour to suit the situation (Yaser, 2012). This school of thought ascribe to the believe that effective leadership requires a rational understanding of the situation, before an appropriate response can be taken (Grint, 2011). This type of leader emerges from the situation that arises in the organisation or the society.

According to Conger (2010, p.118), this school of thought “particular evolved from a task-oriented versus people-oriented leadership continuum”. Lorsch (2010) explained that the continuum represents the process whereby the leader pays more attention to the required tasks, or focuses on their relations with the subordinates. Amanchukwu, Stanley and Ololube (2015) stated that the situational theory advocates that leaders select the best course of action based upon situational conditions or circumstances at hand, working with the followers in dealing with them. Different styles of leadership may be more appropriate for different types of decision-making.

Other researchers have recommended that good leadership is rooted in the leader's diagnosis and understanding of situational factors. This arises from the use of the appropriate style to deal with each circumstance (Fleenor, 2011; Mintzberg, 2010; Noor, 2015). However, this theory was criticised on the basis that it does not really reflect the situation in an organisation. Researchers

have argued that the current competitive environment will not allow for this approach to function effectively (Bass & Riggio, 2010; Ho, 2011). This theory gave way to the contingency theory.

#### **2.6.4 Contingency theory**

The contingency theory focuses on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. The proponents hold the view that there is no best approach to leadership. The school of thought is based on the idea that the success of a leader largely depends on several factors, namely: leadership style, leadership qualities, and situational features (Charry, 2012). A contingency factor is thus any condition in any relevant environment to be considered when designing an organisation or one of its elements. The contingency theory states that effective leadership depends on the degree of fit between a leader's qualities and leadership style, and that demanded by a specific situation (Lamb, 2013).

Metwally et al. (2014) offered that the contingency theory became popular in the late 1960s to early 1980s. It suggests that effective leadership is dependent on a leader's diagnosis and understanding of situational factors, followed by the adoption of the appropriate style to deal with each circumstance. Belonio (2012) also found that those who subscribe to the contingency theory believe that what makes an effective leader depends on the situation.

#### **2.4.5 Emotional intelligence school**

This is another school of thought which believes that effective leadership style is based on how well a leader is able to manage his or her emotions. This school of thought was popular in the late 1990s. Belonio (2012) contended that the emotional intelligence school is based on the assumption that there are some leadership styles that make up an effective leader. The author adds that there are six main leadership styles under the emotional intelligence school of thought: visionary, coaching, affiliative, democratic, pace-setting, and commanding.

Northouse (2010) also found that there are six leadership styles under the emotional intelligence school of thought: visionary, coaching, affinitive, democratic, pace-setting, and commanding. The author suggests that leaders who possess this leadership style are driven by the vision of the organisation. This kind of leader recognises the importance of workplace democracy and harmony. According to Obiwuru Timothy, Okwu, Akpa and Nwankwere, (2011), leaders with high emotion intelligence are able to control their emotions; thereby working hard to advance the interests of the

group or the organisation. Another important aspect of this leadership style is that the leader provides direction for the followers to follow, in achieving the group goals.

#### **2.4.6 Competency school**

This theory was developed in the 2000s after the emotional intelligence school of thought was questioned or criticised by researchers (Belonio, 2012; Metwally et al., 2014). According to Belonio (2012) this approach to leadership has something in common with the trait theory in that the emphasis has been on identifying the competencies of effective leaders. The authors suggested that three types of competence exist: intellectual, managerial skills, and emotional competencies, which can be translated into leadership styles. Metwally et al. (2014) postulated that effective leaders display some unique competency which distinguishes them from non-leaders.

According to Dulewicz and Higgs (2013), this school of thought is similar to the trait school in that the emphasis has been on identifying the competencies of effective leaders. The authors suggested that three types of competence explain most managerial performance: intellectual, and managerial skills, and emotional competencies, which can be translated into leadership styles. Jamaludin (2011) also argued that the competency school of thought believes that leadership success is rooted in the leader's competency. In other words, effective leaders are identified as possessing certain competency. Therefore, the argument is whether those with no competency can ever become effective leaders. This school of thought is similar to the trait theory, and contrary to the behavioural school of thought.

#### **2.4.7 Visionary or charismatic school**

The visionary or charismatic school of thought was popular during the 1980s and 1990s (Turner & Muller, 2010). On this school of thought, Burns (2008) has mentioned the transactional and transformational leadership styles. This school of thought assumed that good leaders have vision. It is an undeniable fact that not all leaders have vision. There are some leaders without vision, hence they attack matters haphazardly. Therefore, the proponents of this theory believe that every leader must have a clear vision statement that will serve as a guide to the followers. This will work towards the achievement of the organisational goals. Without a vision statement the organisation cannot be sufficiently effective and efficient.

## **2.5 Attributes of a Good Leader**

According to Akbar (2012), there are certain attributes that distinguish leaders from non-leaders. Akbar (2012) argued that there are ten attributes of leaders. This assertion confirms the position of Clark (2010) on attributes of a good leader. The following are the important attributes of great leaders .

### **2.5.1 Professionalism**

According to Akbar (2012), a good leader has the attribute of professionalism. Akbar (2012) argued that professionals are loyal to their organisations, perform selfless services, and take personal responsibility for their actions. Loyalty and personal responsibility are good attributes of effective leaders. Without these attributes a leader cannot be classified as professional. Bass and Riggio (2010) also added that good leaders must exhibit professionalism when leading others. They must act as mature people so that others may learn from them.

### **2.3.2 Good character**

Akbar (2012) claimed that, for a leader to demonstrate professional character traits, he or she must be honest, competent, candid, committed, of high integrity, courageous, straightforward, and with a sense of imagination. Dulewicz and Higgs (2013) also supported the idea that good leaders are noted for their characters. Clark (2010), in his study, also discovered that great leaders have special characteristics that distinguish them from non-leaders.

### **2.5.3 Know the four factors of leadership**

According to Akbar (2012), effective leaders should know the four factors/elements of leadership, such as following, leading, communication, and situation. Clark (2010) also argued that the leader should have good knowledge of these four factors. In effect, these factors will help the leader to be more successful in his or her leadership position.

### **2.5.4 Know yourself**

Belonio (2012) posited that good leaders must first know themselves before attempting to lead others. Knowing yourself helps you to identify your strengths and weakness. Akbar (2012) is also of the opinion that a good leader must know him- or herself better than anyone else. He argued that a good leader should be able to know his or her strengths, weaknesses, knowledge, and skills.

There is a saying that we know ourselves better than others know us. Therefore, it is important that effective leaders know themselves better than others.

### **2.5.5 Know human nature**

Akbar (2012) and Clark (2010) accepted that good leaders are those who know how to manage complex human beings. According to Clark (2010), successful leaders are those who know human needs and emotions, and how they respond to stress. Leaders should put themselves in the shoes of others when leading them. This means that leaders should share the views, emotions, and needs of their subordinates. They should try as much as possible to meet the demands of their subordinates. Belonio (2012) supported the views expressed by the above authors that a good leader must know the needs of his followers. One aspects of leadership is to satisfy the needs of followers, so that they can behave in the best way towards the accomplishment of the group goals. It is against this background that the authors suggest that good leaders must first know the nature of human beings or followers.

### **2.5.6 Know your job**

Northouse (2010) proposed that leaders must know their job very well if they wish to be successful. According to Northouse (2010), leaders must have a clear role which helps in preventing role ambiguity. Also, their role must be defined, so that followers will be clear on what leaders intend to do. Clark (2010) also stated that effective leaders should know their job thoroughly. They should be on top of their jobs. Clark (2010) advances the argument by saying that leaders should be proficient, and be able to train others in their tasks.

### **2.6.7 Know your organisation**

Akbar (2012) postulated that leaders must not only know their jobs, they must also know their organisations well. He opined that leaders must spend quality time to study the organisation in which they intend to work. The author adds that it is very interesting these days to see that most leaders lack knowledge on their organisation. Clark (2010) asserted that leaders should know where to go for help, know the climate change in the organisation, know the organisational culture, and know who the non-official leaders are. Having full knowledge about your organisation will assist in taking proper steps.

### **2.5.8 Do provide direction**

According to Clark (2010), one of the important elements in leadership is the ability of the leader to provide direction for his or her subordinates to follow. Clark (2010) argued that direction involves setting goals, problem-solving, decision-making and planning. Northouse (2010) stated that the essence of leadership is to provide direction for others to follow towards the achievement of the organisational goals. According to Northouse (2010), effective leaders are those who direct the paths of their followers.

### **2.5.9 Do implement**

The greatest challenge facing most leaders these days globally is the ability to implement their plans. Most leaders lack the confidence or the ability to put their plans into action. According to Clark (2010), implementation involves communicating, coordinating, supervising, and evaluating. Specifically, implementation involves the process of putting plans into action. Obiwuru Timothy et al. (2011) also recommended that leaders put their plans into action.

### **2.5.10 Do motivate**

Leadership is all about how the leader inspires and motivates others towards the achievement of the organisational goals. According to Clark (2010), leaders should develop good morale and esprit within the organisation, training, coaching, and counselling his or her subordinates. Motivation is the key to success in every organisation. Therefore, it is important for every to learn how to motivate their staff or subordinates towards the achievement of the organizational goals.

## **2.6 Type of leadership styles**

Studies show that there are various type of leadership style (Belonio, 2012; Jain & Duggal, 2015; Trmal, Bustamam, & Mohamed, 2015). However, each style is used in a different situation or organisation, depending on what the leader aims to achieve. According to Trmal et al. (2015), the various leadership styles include transformational, transactional and charismatic leadership. Belonio (2012) found that the main leadership styles are transformational, transactional, and laissez-faire leadership styles. This study discusses the various leadership styles, with the focus on the transformational leadership style. The transformational leadership style is what this study seeks to investigate.

### **2.6.1 Transformational leadership style**

Several studies (Ahmad et al., 2014; Chemobo et al., 2014) have investigated the effect of transformational leadership on employee, employee motivation, engagement, employee commitment, employee job satisfaction, and employee performance. Gorman and Chavez Reyes (2018) postulated that research pertaining to both transformational and transactional leadership has considered them full-range leaderships. Abou-Moghli (2018) notes that transformational leadership style places much emphasis on the positive aspects of being a good, kind, and empathetic leader who brings about major changes in the performance of employees. Abou-Moghli (2018) postulated that the transformational leadership style, however, ignores some of the negative effects of being a charismatic and kind-hearted leader.

The transformational leadership style has captured the attention of many scholars or researchers over the last decades (Ahmad et al., 2014). This theory of leadership was coined by Burns in 1978, and later enhanced by Bass from 1985 to 1998. This leadership style was based on the idea that the leader's ability depends on motivating the follower to accomplish more than what the follower planned to accomplish. The authors posit that these leaders inspire followers to accomplish more by concentrating on the followers' values and helping the follower align such values with the values of the organisation. These types of leaders are more interested in changing the existing status quo to meet desired outcomes. This leadership style also attempts to influence subordinates with rewards, to enable them to learn new ideas for running the business (Ahmad et al., 2014).

Castanheira and Costa (2011), in their study, argued that the transformational leadership style is important for modern organisations who seek to be more successful in the global market. They further contended that the transformational leadership has three main demands. The first demand is that the leader must sincerely serve the needs of others, empower them, and inspire subordinates to achieve great success. Second, he or she must set a vision, and instil trust, confidence and pride in their work. Last, the intellectual stimulation the leader offers his followers must be of the same calibre as the leader. The authors added that successful managers are those with a transformational leadership style. The transformational leadership has four dimensions: idealised influence, individual consideration, intellectual stimulation, and inspirational motivation.



**i. Idealised influence**

According to Cavazotte, Moreno and Bernardo (2013, p.493), idealised influence refers to the “kind of attributes or qualities ascribed by followers to their leader, based on their perceptions of the leader’s power, confidence and transcendent ideals”. Cavazotte et al. (2013) contend that these perceptions are driven by some unique behaviours of the leader that reflect his values and beliefs as part of his leadership role in the organisation. They further add that the emotional component leadership often drives followers to forgo their own comfort in favour of the collective interest, that is, in the search of a greater good.

Ahmad et al. (2014) also postulated that, with regard to the dimension of idealised influence, leaders create a vision, mission and faith, while inspiring followers to work hard towards the attainment of the organisational goals or objectives. This quality of leadership makes leader a role model in the eyes of followers. The author maintains that leaders with idealised influence often make their followers feel proud and dignified. Followers also tend to emulate this type of bold leader, subordinates following their decisions and determinations. It was found that these types of leader have more capability, consistency, and determination vis-à-vis problems. They are often seen as risks takers as opposed to other leaders. They also have a high level of ethics and determination in their conduct. Metwally et al. (2014) suggested that idealised influence refers to the leadership quality in which leaders act as strong role models for their subordinates, owing to their exceptional abilities and high principles of ethical and moral conduct. They prioritise subordinates’ needs to their own needs and offer them a vision. Idealised influence has two aspects: first, idealised influence behaviour, which is linked with the charismatic actions of the leader reflecting his values, beliefs, sense of mission, ethical, and moral orientation. Second, idealised influence attributes, which is related to the attributes given to the leader by their subordinates, and how the leader is perceived by the follower as being confident and powerful.

**ii. Individual consideration**

According to Ahmad et al. (2014), this quality of a transformational leader often energises, motivates and inspires them for coaching and training of followers; and stimulates them for gaining experiences. With this leadership quality, leaders pay critical attention to the individual level rather than to the group level. The authors are of the opinion that followers feel very happy and comfortable working with leaders that direct them towards the realization of their

individual and group goals. They add that such leaders act as coaches for a whole team who train the followers to achieve desired goals and objectives of the company. This enables the subordinates to gain recognition and rewards in the form of money and other incentives. This leadership quality also encourages face-to-face communication between leader and subordinates, which inspires subordinates to work hard. This dimension of leadership also promotes the capability of leaders to pay more attention to the subordinates, transmitting project work to them, and allowing them to feel that they can gain more experience by taking this action.

Cavazotte et al. (2013) also argued that individual consideration refers to the socio-emotional support that a leader gives to his subordinates, in response to their specific needs, which promotes their development and empowerment. In this dimension, the leaders entrust discretionary powers to their subordinates to enable them to fulfil their working needs, acting according to direction. In this regard, employees are inspired to achieve a high level of motivation in their various fields of work.

### **iii. Intellectual stimulation**

Intellectual stimulation is another important dimension of the transformational leadership style. Cavazotte et al. (2013) defined intellectual stimulation as the process whereby a leader questions the status quo and appeals to the intelligence of followers to prompt them to question their own ideas, thus motivating innovative and creative decision-making. For Cavazotte et al. (2013), a transformational leader inspires subordinates in a new way; encouraging creativity, and he or she is a good decision maker. These types of leaders pay more attention to the reasoning behind every action. The leader always directs his followers to find the solution to problems in a logical manner rather than in a traditional way. This encourages subordinates to be creative, critical, and logical.

These leadership perceive that subordinates have sufficient potential for gaining their goals. They postulate that creative followers gain more recognition from leaders; however, they do criticise if the followers go contrary to the leader's direction. The author suggested that intellectual stimulation enhances the leader's ability of thinking in unique way. A leader offers new ideas on problem solving and enhances dilemma-solving skills. Furthermore, the leader

challenges the status quo and uses a high level of imagination. The leader thus pays critical attention to the task without paying attention to external factors.

#### **iv. Inspirational motivation**

Cavazotte et al. (2013) contended that inspirational motivation refers to a leader's behaviour which aims at inspiring and motivating subordinates to attain ambitious and challenging goals, or even apparently unattainable goals. Trmal et al. (2015) stated that transformational leaders inspire and energise their subordinates to accept challenges; and also act as a model for them to achieve the desired goal effectively. Transformational leadership encourages subordinates to express the challenges that face them, motivating them. The authors postulated that the transformational leadership style is seen as a means of motivating followers for achieving optimal results.

The transformational leaders educate their subordinates about future affairs to be aware of the future goals and vision of the organisation which they are committed to achieving (Ahmad et al., 2014). This type of leadership style serves as a vehicle of encouragement and a model stimulating subordinates to work hard in achieving their individual and organisational goals.

#### **2.6.1.1 Benefits of transformational leadership style**

Researchers (Ahmad et al., 2014; Birasnav, Rangnekar and Dalpati, 2011; Graham, Ziegert and Capitano, 2015; Trmal et al., 2015) have argued that there are several positive sides of transformational leaders in an organisation. According to the above researchers, these are the benefits of transformational leaders:

##### **(a) Motivation of employees**

It was found that one positive side or benefit of the transformational leadership style is that it serves as a source of motivation to employees. According to Birasnav et al. (2011), transformational leaders often use their beliefs on the vision of the organisation to inspire or motivate followers to be more productive and work towards the attainment of the organisational goals. Birasnav et al. (2011) concurred that the main drive behind a transformational leader is to find a way of bringing all followers on board to work towards the desired goals. The authors added that, when both leaders and followers are cooperating with the corporate vision, this can make it easier for the achievement of the corporate goals.

Ahmad et al. (2014) also found that the transformational leadership style motivates employees to work hard in achieving their individual and organisational goals. The authors added that this style of leadership inspires and motivates subordinates to attain ambitious and challenging goals, or even apparently unattainable ones. This style of leadership inspires followers to beyond self-interest for the good of the team or the organisation. Such leaders provide followers with an inspiring mission and vision and give them an identity.

**(b) Planning**

Studies found that transformational leadership is important for strategic planning in an organisation (Birasnav et al., 2011; Trmal et al., 2015). Birasnav et al. (2011) are of the opinion that effective leaders do not focus their energy solely on motivating the staff. Rather, they spend a considerable amount of time on planning. They recommend that a good transformational leader has a broad and long-term vision for the company's future, and those visions can become instrumental in company planning. Transformational leaders do not think about what a company should achieve now; rather, they focus their energy on planning for the future.

According to Trmal et al. (2015), transformational leaders have ideas and visions for the future of the company that they wish to share with the management team; and work to turn those plans into reality. Planning is an important aspect of managing an organisation. It has to do with setting objectives and deciding on how to achieve such objectives. Metwally et al. (2014) support the idea that transformational leaders provide subordinates with an inspiring mission and vision and give them an identity.

**(c) Retention of workforce**

Birasnav et al. (2011) proposed that transformational leadership plays a key role in the retention of employees. Birasnav et al. (2011) suggested that the idea of transformational leadership is to reach out to each employee and bring out the best in them. They argued that an inspirational leader spends quality time with each follower, discussing ways to make the employee's job easier. Also, the leader helps to create and develop plans for developing the subordinates' career. The authors add that the leader pays attention to the followers, which helps to create a strong bond between leader and followers that will reduce employee turnover.

#### **(d) Employee commitment**

Several studies discovered that there is a correlation between transformational leadership and employee commitment (Fasola, Adeyemi & Olowe, 2013; Jain & Duggal, 2015; Kim & Kim, 2014; Njoroge & Gachunga, 2015; Shurbagi, 2014). According to Jain & Duggal (2015), many studies have established a link between transformational leadership and organisational and employee commitment. They contend that transformational leaders inspire and motivate others, which often leads to building the individual level of commitment within an organisation. Kim and Kim (2014) proposed that there exists a positive relationship between transformational leadership and commitment. Kim and Kim (2014) in their study developed a conceptual model to test the differing effects of integration strategy and transformational leadership on employee commitment. The result of the study shows that there is a strong link between transformational leadership and employee commitment.

Fasola et al. (2013) opined that there is perfect correlation between transformational leadership and employee commitment. They conducted a study which examined and investigated the relationship between transformational, and transactional leadership styles, and their effects on organisational commitment, using multifactor leadership questionnaire (MLQ) and an organisational commitment questionnaire (OCQ). According to Fasola et al. (2013), the findings of the study reveal a strong relationship between transformational, and transactional leadership, and organisational commitment. The authors recommend that managers should positively reward employees with praise and recognition to encourage them to perform beyond expectations. The study also laid emphasis on using a negative reward approach to improve any below-expectations performance.

Shurbagi (2014) also investigated the relationship between transformational leadership and organisational commitment among 227 employees of national oil corporation, Libya. In the said study, transformational leadership was measured using a multifactor leadership questionnaire (MLQ) consisting of five dimensions, namely: intellectual stimulation, idealised influence (behaviour), idealised influence (attributed), inspirational motivation, and individualised consideration. Commitment, on the other hand, was measured using three components of an organisational commitment questionnaire. The results of the study show a strong and positive relationship between transformational leadership and organisational and

employee commitment. The highest correlation among all the dimensions of transformational leadership and organisational commitment was found between idealised influence and normative commitment, whereas the weakest was between intellectual stimulation and affective commitment.

### **2.6.1.2 Problems faced by transformational leaders**

Transformational leaders are seen as motivators, every organisation needing such leaders. Lussier and Achua (2012) postulated that there are four major problems faced by transformational leaders. The first problem is to find a reason or reasons for change. All problems are opportunities in disguise for an improved and permanent change. Does transformational leadership style boost employees' performance?

#### **i. Determining how to implement systematic change**

Giving an example of an organisation that needs transformation, the leader must show subordinates that the status quo is unsustainable; and that their long-term interests depend on systemic change, which must be taken into consideration (Lussier & Achua, 2012).

#### **ii. How to inspire followers**

The second problem for transformational leadership is to inspire workers with a compelling vision, not just for the immediate but also for the future. A transformational leader must give employees hope and show that their concerted efforts can create a future that benefits everyone in the entire organisation (Lussier & Achua, 2012).

#### **iii. Difficulty of implementing change**

The third problem is leading the transition for transformational leaders. Transformational leaders must empower workers to achieve change, motivate them during tough times, and deal with resistance, which is inevitable. To bring the organisation to the next level, transformational leaders must overcome this resistance, perhaps by working harder to achieve such transformation (Lussier & Achua, 2012).

#### **iv. How to make change permanent**

Lastly, transformational leaders must make sure the change is permanent. Old habits die hard, therefore transformational leaders must convince workers that former problems might recur should

they return to their former behaviour. Task force teams may be created to serve as checks and balances for the staff to adhere to the present change (Lussier & Achua, 2012).

### **2.8.2 Transactional leadership style**

The transactional style is another important theory which has gained popularity in this modern era. It has been of great interest to many recent researchers. The transactional leadership style is a contrast to the transformational leadership style (Riaz & Haider, 2010). The authors suggested that this leadership style is based on the leader-follower exchanges. In this approach, the subordinates act based on the will and direction of the leaders; and leaders, in turn, reward their efforts positively. The researchers argued that the bottom line is the “reward which can be negative like punitive action, if followers fail to comply with or it can be positive like praise and recognition, if subordinates comply with the intent and direction settled by a leader and achieve the given objectives” (p.33).

The transactional leadership style has been found to promote success in an organisation as opposed to transformational leadership style (Paracha, Qamar, Mirza, ul-Hassan & Waqas, 2010). They concurred that the transactional leadership deals with the exchange between leader and his followers.

Other researchers (Urbach & Ahlemann, 2010; Vinzi, Trinchera & Amato, 2010; Zhang & Bartol, 2010) described transactional leadership as a leader’s aptitude for identification of followers’ needs and aspirations and clearly demonstrates the ways to fulfil these needs in exchange for performance of followers. Urbach and Ahlemann (2010) report that effective leaders share and accommodate the interests of their followers by giving contingent incentives that energise them to work towards the accomplishment of the organisational goals. The transactional leadership style is of great importance to many organisations in that followers tend to be satisfied with the contingency reward dimension being provided by the transactional leaders (Urbach & Ahlemann, 2010).

According to Obiwuru, Okwu, Akpa and Nwankwere (2011), the transactional leadership involves an exchange process that results in follower compliance with leader request. However, this is not likely to generate enthusiasm and commitment to objectives. With this, the leader pays more attention to having internal stakeholders (followers) perform the tasks required for the organisation to reach its desired goals. The rationale behind the transactional leader is ensuring that the

organisational goals are clearly defined and well understood by the people involved; to remove potential barriers within the system; and to motivate the actors to achieve the predetermined goals.

Jamaludin, Rahman, Makhbul and Idris (2011) opined that the transactional leadership plays a key role in the life of every organisation whether large or small. According to Jamaludin et al. (2011), this leadership style is important as it allows followers to work hard in order for them to be rewarded according to their performance. This style of leadership is a leader-follower relationship in which the leader expects the followers to perform their responsibilities in return for rewards whether monetary or non-monetary.

According to Bass (2009), transactional leaders display both constructive and corrective behaviours. Constructive behaviours entail contingency reward, and a corrective dimension implies management by exception. Contingency reward involves the clarification of the work required to obtain rewards; and the use of incentives and contingency rewards to exert influence. A transaction leader considers follower expectations and offers recognition when goals are achieved. The clarification of goals and objectives and providing of recognition once goals are achieved, should result in individuals and groups achieving expected levels of performance (Bass, 2009).

Robbins (2009) posits that transactional leaders are seen as those “who guide or motivate their followers in the direction of established goals by clarifying role and tasks requirements”. Transactional leadership is created based on the exchange between leaders and followers. Transactional leaders tend to stimulate their followers with rewards in an exchange-based relationship. Accordingly, the leader-member exchange is dependent upon rewards. The leaders will offer the rewards based on what was discussed in the employee’s formal contract. The relationship expires as stated in the terms of the contract, or will be invalidated if promised rewards are delayed or not accomplished. Rewards may be seen as positive or negative and may not necessary be financial. Kuhnert and Lewis (2012) also argued that transactional leadership believes that a reward system is necessary between leaders and followers for the objective of advancing their personal goals.

### **2.6.3 Servant leadership**

Greenleaf (2010) claims that the servant-leader is based on the premise that the “servant first”. “It begins with the natural feeling that one wants to serve”. The very notion of a servant as leader, or



“servant-leadership” as it has come to be known, is purposefully oxymoronic and arresting in nature. The theory’s originator, Robert K. Greenleaf, intentionally sought a descriptor that would give people pause for thought and challenge any long-standing assumptions that might be held about the relationship between leaders and followers in an organisation. The servant-leader concept continues to grow in its influence and impact. The idea of servant-leadership, now in its fourth decade as a concept bearing that name, continues to create a quiet revolution in workplaces around the world. The idea of the servant as leader came partly out of Greenleaf’s half century of experience in working to shape large institutions.

However, the event that crystallised Greenleaf’s (2010) thinking came into being in the 1960s, when he read Hermann Hesse’s short novel *Journey to the East*, an account of a mythical journey by a group of people on a spiritual quest. After reading this story, Greenleaf (2010) concluded that the central meaning of it was that the great leader is first experienced as a servant to others, and that this simple fact is central to his or her greatness. True leadership emerges from those whose primary motivation is a deep desire to help others. In 1970, at the age of 66, Greenleaf published *The Servant as Leader*, the first of a dozen essays and books on servant-leadership. Since that time, more than a half-million copies of his books and essays have been sold worldwide. Slowly but surely, Greenleaf’s (2010) servant-leadership writings have made a deep, lasting impression on leaders, educators, and many others who are concerned with issues of leadership, management, service, and personal growth. The proponent suggest that there are five tenets of servant leaders which include the following:

- **Service to others:** According to Greenleaf (2010), servant-leadership begins when a leader assumes the position of servant in their interactions with followers. Authentic, legitimate leadership arises not from the exercise of power or self-interested actions, but from a fundamental desire to first help others. Greenleaf wrote that this “simple fact is the key to greatness”. A servant-leader’s primary motivation and purpose is to encourage greatness in others, while organisational success is the indirect, derived outcome of servant-leadership.
- **Holistic approach to work:** Servant-leadership holds that “the work exists for the person as much as the person exists for the work” (Greenleaf, 2010). He challenges organisations to rethink the relationships that exist between people, organisations and society as a whole.

The theory promotes a view that individuals should be encouraged to be who they are, in their professional as well as personal lives. This more personal, integrated valuation of individuals, it is theorised, ultimately benefits the long-term interests and performance of the organization.

- **Promoting a sense of community:** Greenleaf (2010) lamented the loss of community in modern society, calling it “the lost knowledge of these times”. Servant-leadership questions the institution’s ability to provide human services, and argues that only community, defined as groups of individuals that are jointly liable for one another both individually and as a unit, can perform this function. Only by establishing this sense of community among followers can an organisation succeed in its objectives. Furthermore, the theory posits that this sense of community can arise only from the actions of individual servant-leaders.
- **Sharing of power in decision-making:** Effective servant-leadership is best evidenced by the cultivation of servant-leadership in others. By nurturing participatory, empowering environments, and encouraging the talents of followers, the servant-leader creates a more effective, motivated workforce; and ultimately, a more successful organisation. As phrased by Portin, Knapp, Dareff, Feldman, Russell, Samuelson and Yeh (2009), “leaders enable others to act not by hoarding the power they have but by giving it away”. The organisational structure resulting from servant-leadership has sometimes been referred to as an “inverted pyramid”, with employees, clients and other stakeholders at the top, and leader(s) at the bottom. Exemplary followers, a product of delegated decision-making, are a further example of servant-leadership’s inverse nature, “another type of leader turned inside out”. Because servant leadership breaks away from the classic organisational pyramid and promotes flexible, delegated organisational structures, many behavioral scientists see it as a forward-looking, post-industrial paradigm for leadership.

Each of the above-listed tenets of servant-leadership can derive only from the selfless, “others-directed” motivation that resides within the leader. This foundation is distinctive to servant-leadership. Typically, models of leadership do not begin with an analysis of leader motivation, and Greenleaf’s (2010) concepts in this regard are unique”. Accordingly, aspiring servant-leaders must first scrutinise their personal belief systems and reasons for aspiring to lead. Strong leadership

ethics, principles, and values lie at the core of the theory and are seen as being key to the long-term interests of the organisation being served.

#### **2.6.4 Charismatic leadership**

Recently, most scholars have focused on charismatic leadership and transformational leadership and their effects on organisational effectiveness. Charismatic leadership is conceptually the same as transformational behaviour. Paarlberg and Lavigna (2010) stated that such leadership, alternatively called charismatic, visionary, or transformational, is claimed to affect followers in ways that are quantitatively greater, and qualitatively different from the effects specified in past theories.

As described by Abernethy, Bouwens and Van Lent (2010), in contrast to the agency theory of leadership, key behaviours of charismatic leaders include expressing a vision, making sense of missions, showing determination, and communicating high-performance expectations. The favourable effects of charismatic leadership behaviour on followers include producing followers' confidence in the leader, making followers feel good in the leader's presence, and obtaining strong admiration or respect from employees. Clearly, charismatic, transformational and transactional leadership involves two types of behaviour. One focuses on the tasks or performance of the firm, such as planning, articulating the vision or goals for the organisation, monitoring subordinates' activities, and providing necessary support, equipment, and technical assistance. The other focuses on relationships with employees, including being supportive of and helpful to subordinates, showing trust and confidence in employees, being friendly and considerate, trying to understand subordinates' problems, showing appreciation for a subordinate's ideas, and providing recognition for subordinates' contributions and accomplishments (Yukl 2008).

#### **2.7 Types of leaders**

Scholars, academicians and researchers often confuse leadership styles and types of leaders (Solaja, Idwou, James, 2016). Also, most researchers or academicians use these two concepts interchangeably. However, the two are not the same. According to Nwafor (2012), there are three types of leader, which includes democratic, autocratic and laissez-faire.

### **2.9.1 Authoritarian leaders**

The authoritarian leader makes all the decisions, with little or no participation from the subordinates (Nwafor, 2012). Many scholars believe that this leadership style thrives in highly structured, hierarchical chain of command environments, such as the military, or very bureaucratic organisations (Nadeem, Ghulam, Naveed, Muhammad and Faiz, 2012; Paarlberg and Lavigna, 2010). Nwafor(2012) expressed that the autocratic leader exercises almost absolute power and commands strict compliance and conformity. This type of leader takes decisions more unilaterally, and supervises the subordinates more closely.

The autocratic leadership style affects the relationship between the leader and the followers. That is, it demotivates the employees, who feel that they do not belong to the organisation, the leader ultimately making all decisions concerning the organisation (Nadeem et al., 2012). However, most people also argue that autocratic leadership is not always bad because it works in certain situations. This statement was supported by the fact that when new or untrained employees do not know which task to perform or which procedures to follow in the organisation, then autocratic leaders can be more successful. Others also argue that autocratic leadership may be used when a manager's power is challenged by the employees or where there are high-volume production needs daily (Ahmadi, Salamzadeh, Daraei & Akbari, 2012; Barber, Whelan & Clark, 2010).

### **2.9.2 Democratic leader**

According to Nwafor (2012), the democratic leader actively engage the followers in decision-making process. Nadeem et al. (2012) also claimed that, although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. The authors argued that this type of leader does not only increase performance by involving employees or team members in what is being achieved, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, such as the promotion they deserve, and so they are motivated to work hard for more than simply a financial reward. As participation takes time, this approach can lead to events happening more slowly; however, often the end result is better. The approach can be most suitable where team work is essential, and quality is more important than speed to market productivity. The democratic leadership style is also called the participative style as it encourages employees to be a part of the decision making. The democratic manager keeps his or her employees informed about everything

that affects their work and shares decision-making and problem-solving responsibilities. This leadership type requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision. Many scholars have argued that a democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale. This style is more effective when the leader wishes to keep employees informed on matters that affect them, or when the leader wishes to provide opportunities for employees to develop a great sense of personal growth and job satisfaction.

Allameh, Heydari and Davoodi (2012), concluded that the democratic leader is very useful, especially in the democratized environment . However, Ali (2012) pointed out that the effectiveness of group leaders is dependent on the assessment of the leadership qualities. Thus, if leadership is assessed in terms of productivity, then the autocratic leadership type is most efficient. However, if the role is seen as maintaining good morale and a steady level of work, the democratic style is effective. Absence of leadership style brings about lack of direction from the leader, resulting in low morale and lack of interest in the work. Hayers (2010) argued that employees who fell under pressure reported autocratic supervision on the part of their leaders. It was further found that the followers who were under stress reported harsh supervision and control on the part of their leaders (Hayers, 2010).

### **2.9.3 Laissez-faire leader**

The laissez-faire leader does not interfere in the affairs of the followers, allows complete freedom to all workers, and has no particular way of attaining goals (Nwafor, 2012). The laissez-faire leadership type is also known as the “hands-off” style (ibid). It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees who must determine goals, make decisions, and resolve problems on their own. According to Nwafor (2012), this type of leader is very useful when employees are highly skilled, experienced, and educated, or when employees have pride in their work and the drive to achieve it successfully on their own. Also, scholars have argued that the laissez faire leadership type can be used under circumstances in which employees are trustworthy and experienced (Ali, 2012; Iravani, Mosavi, Movahedi, Iravani & Iravani, 2012). On the contrary, researchers have argued that this style should not be used when it makes employees feel insecure

about the unavailability of a manager; or when the manager cannot provide regular feedback to let employees know how well they are doing.

## **2.8 The Concept of Employee and Organisational Performance**

Stahl (2015) pointed out that an organisation's success or performance is influenced by the difference in leadership styles. It has been argued that the goal of any organisation is not only to survive, but also to sustain its existence by improving performance. Arslan and Staub (2013) assert that, in order to meet the needs of the highly competitive markets, organisations must continually increase performance.

Saeed, Mussawar, Lodhi, Iqbal, Nayab and Yaseen (2013) contended that employee performance is an important concern for many organisations in this current competitive environment. The goal of every organisation is to maximise its profits margin through the help of employees. Saeed et al. (2013) asserted that employees are the most valuable assets of every organisation whether large or small. This highlights that, without employees or human resources, no organisation can be successful. According to the authors, there are several factors that affect employee performance in the workplace. They posit that employee performance shows the effectiveness of employees' specific actions that contribute towards the achievement of the organisational goals.

## **2.9 The Concept of Employee Behaviour**

Employee behaviour has become a major concern for many organisations because of its implications for the employer's business. Zhu (2013) postulated that employee behaviour is an important variable which cuts across many organisations. Zhu (2013) posited that there are different perspectives on employee behaviour in the various disciplines. Thus, employee behaviour differs from one discipline to another. Employees are important for organisational outcomes such as innovation, survival, and effectiveness. Therefore, their behaviours determine whether or not the organisation can be successful. Employee behaviour has been defined by researchers in several ways. This suggests that there is no unique definition of employee behaviour.

According to Zhu (2013, p.23), employee behaviour is defined as "a series of dynamic reactions of the employee, as a member of the organisation, to the internal and the external environmental stimulates". The author suggested that employee behaviour may be classified into two types, namely: the in-role behaviour and the extra-role behaviour. The in-role behaviour refers to the necessary or the expected behaviour for the accomplishment of job duties. The extra-role

behaviour refers to the collection of a series of actions that are not included in the statement of work, or related to the employee's position, or the role in the organisation.

Li and Zheng (2014) argued that behavioural psychology refers to behaviour as all responses of man and animals to any given stimulates, in terms of explicit and implicit behaviour. According to Li & Zheng (2014), the Gestalt psychology suggests that the human behaviour is determined by the mutual relationship between human beings and the environment. The author adds that employee behaviour may be perceived as the external activities that are under the domination of psychology.

### **2.10 Dimensions of organisational citizenship behaviour**

“Organisational citizenship behaviour refers to a discretionary job performance in which employees go beyond the prescribed job requirements that are not explicitly recognised by the formal reward system and engage in helping behaviours aimed at individuals and the organisation as a whole” (Mester, Visser, Roodt & Kellerman, 2013, p.75). Mester et al. (2013) identified that there are five main dimensions of organisational citizenship behaviour, namely:

- i. Altruism: This refers to the organisational effort which aims at assisting employees with specific individual behaviours in the organisation.
- ii. Conscientiousness: This also refers to helping behaviour which aims at the organisation as a whole.
- iii. Sportsmanship: This describes the willingness or interest on the part of the employee to tolerate less than ideal circumstances in the organisation without complaining to anybody.
- iv. Courtesy: This refers to actions taken by the employees which aim at the prevention of future problems; and
- v. Civic virtue: This describes the behaviour of showing concern for the life of the organisation.

### **2.11 Transformational Leadership Style and Employee Behaviour**

Several studies (Ahmad et al., 2014; Birasnav et al., 2011; Breaux, 2010; Mester et al., 2013; Nadeem et al., 2012) have examined the relationship between transformational leadership style and employee behaviour in various organisations across the world. The results of these studies showed that transformational leadership style positively influenced employee behaviour. Bodewes

(2011), also found that transformational leadership style influences creative behaviour of employees, as opposed to other leadership styles. The following are the various ways in which transformational leadership style affects employee behaviour.

### **2.11.1 Transformational leadership and employee participation in decision-making**

It has been found that transformational leaders usually involve their followers in decision-making processes and problem solving. Cavazotte et al. (2013) remarked that the transformational leader inspires subordinates in new way; he inspires creativity, and he or she is a good decision maker. These types of leaders pay more attention to the reasoning behind every action. The leader always directs his followers to find the solution to problems in a logical manner rather than traditionally. This fosters subordinates' creative, critical, and logical skills. However, the democratic leadership style has been found to be the most effective leadership style that encourages employees to be part of problem solving. According to Nwafor (2012), the democratic leader actively solicits suggestions from subordinates, frequently acts on their advice, and gives employees a range of discretion in performing their activities. Nadeem et al. (2012) also claimed that, although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process.

### **2.11.2 Transformational leadership style and employee involvement**

Not only do the transformational leaders allow the followers or employee to be part of problem solving, they are involved in work committees within the organisation. Birasnav et al. (2011) concurred that the main drive behind a transformational leader is to find a way of bringing all followers on board to work towards the desired goals. The authors added that, when the full complement of leaders and followers are cooperating with the corporate vision, this can make it easier for the achievement of the corporate goals. Mester et al. (2013) expressed the view that transformational leaders provide great opportunity for their subordinates to be part of important committees in the organisation, which are formed to look into important issues. The authors postulated that employee involvement will help to change their behaviour towards the organisation.

### **2.11.3 Transformational leadership style and behaviour of employees**

Studies (Gill, 2010; Dalla-Rosa & Vianello, 2015; Omira, 2015) showed that certain jobs require some special behaviour. The authors suggested that this style of leadership uses organisational



techniques such as rewards, interpersonal communication, principles, policies, procedures, and methods, to create a dynamic, empowering culture, with active, strong, and innovative traits (Ahmad et al., 2014). Transformational leaders change and transform people within a group or team.

#### **2.11.4 Transformational leadership style and employee expression of opinions**

In addition, it was found that transformational leaders allow people to express their ideas in discussion groups within the organisation. One of the most relevant characteristics of transformational leaders is giving the followers the opportunity to express their views and feelings. Birasnav et al. (2011) postulated that transformational leaders do not only take decisions by themselves; rather, they also allow the subjects or subordinates to contribute to the decision-making process.

#### **2.11.4 Transformational leadership style and listening ability**

Breaux (2010) postulated that the individually considerate leader listens effectively and delegates tasks as a means of developing followers. The leader also allows the subordinates to assist their co-workers in performing their responsibilities. According to Muhammadi, Marzuki and Hussin (2015), transformational leaders have good listening abilities to pay critical attention to the views expressed by their followers. Leaders who listen are able to create trustworthy relationships that are transparent and breed loyalty. Muhammadi et al. (2015) suggested that good listening ensure better functioning teams and higher morale within an organisation.

#### **2.11.5 Transformational leadership style and feedback**

Furthermore, research showed that effective leaders provide constructive feedback to their followers. Constructive feedback from the leader has the potential of changing the employee behaviour. Šehić, Rahimić and Jusić (2014) argued that one of the critical skills of leadership is the capacity to give feedback to followers based on their performance or achievement. The transformational leaders have been identified as effective leaders who provide constructive feedback to employees. According to Mujkić et al. (2014), one feature of transformational leaders is presenting constructive feedback to employees, as well as inducing additional effort with the aim of reaching organisational goals.

### **2.11.6 Transformational leadership style and the status quo**

Also, it has been found that one way of changing behaviour of employees is to allow them to question the status quo. Transformational leadership has been found to centre on the processes of transformation and change. This leadership style allows both followers and the leaders to question the status quo. Salman, Riaz, Saifullah and Rashid (2011), suggested that transformational leaders allow the expression of different views and ideas, challenging old assumptions and beliefs and stimulating new perspectives. This enhances the employees' interpretation and understanding of the expected performance standard.

### **2.11.7 Transformational leadership style and suggestions from employees**

Transformational leaders have been said to stimulate follower innovation through expressing an inspired vision and allowing individuals to contribute to the progress and improvement of the organisation's products (Salman et al., 2011). Also, the leader encourages followers to approach problems in new ways, and to creatively think of innovative ways of carrying out their daily responsibilities.

## **2.12 The Concept of Employee Attitude**

Employee attitude is an important attribute of a person which determines his or her behaviour. Samad (2011) postulated that the working environment, to a large extent, influences a person's attitude towards his or her job. Attitude is an evaluative statement which is positive or negative concerning objects, people, or events. It presents how one feels about something (Samad, 2011). Positive statements usually provide favourable effects regarding the specific object, person, or event; while negative statements provide unfavourable effects.

According to Hettiararchchi and Jayarathna (2014), attitude refers to is a positive or negative feeling or mental state of readiness, learned and organised through experience that exerts specific influence on a person's response to people, objects, and situations.

Singh and Gupta (2016) suggested that attitude is a predisposition to make certain kinds of judgments about people, issues, and events, usually in specific situations. Personal attitudes are a reflection of the broad values held by the individual. Attitudes lead to the development of personal opinions and prejudices, as well as contributing positively to an individual's exercise of judgment. Some attitudes are held firmly and are unlikely to be changed in a person's lifetime. Others are held less firmly, and are subject to change, where the individual perceives it useful to do so.

### **2.12.1 Factors that influence employee attitude in an organisation**

Research by (Hettiararchchi & Jayarathna, 2014; Samad, 2011; Singh & Gupta, 2016) showed that there are a number of factors that influence employee attitude in an organisation. The factors which influence employees' attitude in the organisation are as follows:

#### **2.12.1.1 Job satisfaction**

Job satisfaction has been found the most critical factor to influence employee attitude on the job within the organisation. According to Singh and Gupta (2016), organisational behaviour researchers are concerned with accurately measuring job satisfaction and understanding its consequences on the work performance of the employees. Hettiararchchi and Jayarathna (2014) describe job satisfaction as the extent or the degree to which people feel positively or negatively about their jobs. It also refers to the emotional response to one's tasks as well as to the physical and social conditions of the work place. Job satisfaction is likely to be higher for persons who perceive an inducements-contributions balance in their relationship with the employing organisation.

Truitt (2011) argues that job satisfaction is a pleasurable emotional state arising from the appraisal of an individual's job as achieving or facilitating his or her job values. It is conceptualised as a general attitude toward an employee. Job satisfaction is increasingly becoming very important, playing a significant role in the physical and mental well-being of employees. Job satisfaction is the extent to which a person is gratified or fulfilled by his or her work. According to Truitt (2011), workers will have high job satisfaction when they have a positive attitude toward such job factors such as the work itself, recognition, and opportunity for advancement.

#### **2.12.1.2 Job security**

Aside from job satisfaction, job security has also been found an important factor which influences individual attitude within an organisation. Hettiararchchi and Jayarathna (2014) proposed that job security is the relative assurance, owned by an employee, that shields them against damages that would result from the loss of his or her work. Job security, as one of the most important obstacles for change, is directly related to individual attitudes. According to Akpan (2013), job security is an extrinsic comfort that has a positive relation with workers' commitment and performance. Job security is one's expectation about continuity in a job situation. It has to do with employee feelings over loss of job or loss of desirable job features; such as lack of promotion opportunities, current

working conditions, as well as long-term career opportunities. Job security is the feeling of having a proper job and the assurance of its continuance in the future, as well as the absence of threatening factors. Akpan (2013) suggests that high job security contributes to a positive employee attitude on the job; while low job security has the potential of contributing to negative attitudes within the organisation.

### **2.12.1.3 Organisational commitment**

Researchers (Akpan, 2013; Truitt, 2011) found that employees committed to the organisation are the most valuable resource for an organisation. Organisational commitment is an attitude which exists between the individual and the organisation in which it considered a relative strength of the individual's psychological identification and involvement with the organisation. According to Truitt (2011), organisational commitment is the degree to which an employee identifies with the organisation and wishes to continue active participation in it. He adds that organisational commitment is a measure of willingness to remain with the firm in the future. It often reflects the employee's belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working in the organisation.

Akpan (2013) argued that there are three forms of commitment. They are affective commitment, continuance commitment, and normative commitment. Affective commitment concerns the person's emotional attachment to their organisation. Continuance commitment is a person's perception of the costs and risks associated with leaving their current organisation. Normative commitment is a moral dimension, based on a person's felt obligation and responsibility to their employing organisation. A highly committed person will probably see himself or herself as a true member of the firm, overlooking minor sources of dissatisfaction, and see himself or herself remaining a member of the organisation. In contrast, a less committed person is more likely to see himself or herself as an outsider.

### **2.12.3 Transformational leadership style and employee attitude**

Various studies have investigated the effects of transformational leadership on employee attitude (Asrar-ul-Haq & Kuchinke, 2016; Boonyarit, Chomphupart & Arin, 2010; Choi, Goh, Adam & Tan, 2016; Ismail & Yusuf, 2009; Saeed, Khan, Ullah, Ibrahim, Irshad, Bashir & Ali, 2015). The findings showed that transformational leadership style had a significant effect on employee

attitude. The following are the various ways in which transformational leadership style affects employee attitude.

#### **2.12.3.1 The leader listens to the opinions of the followers**

It was found that the transformational leadership style influences employee attitude by making sure that effort is made to gain their opinions on the organisation. A transformational leader is a change agent because he or she encourages creativity and actively solicits new ideas and new ways of working. Asrar-ul-Haq & Kuchinke (2016) found that transformational leaders make decisions by taking into consideration the opinions or views of the followers.

However, other researchers argued that the democratic leadership style seeks the opinions of the followers, unlike the transformational leadership style (Nadeem et al., 2012; Nwafor, 2012). Nadeem et al. (2012) also claimed that, although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. The researchers argued that this type of leader does not only increase performance by involving employees or team members in what is being enacted, this leadership style also helps to develop people's skills.

#### **2.12.3.2 Employees are given the opportunity to improve upon their skills and abilities**

Effective leaders allow their followers to improve upon their skills and abilities in order for them to perform more effectively in achieving the organisational goals or objectives. According to Ahmad et al. (2014), this quality of a transformational leader often energises, motivates and inspire them for coaching and training of followers and stimulates them for gaining experiences. With this leadership quality, leaders pay critical attention at the individual level rather than at group level. They add that such leaders act as coach for whole team who train the followers to achieve desired goals and objectives of the company. This enables the subordinates to gain recognition and rewards in the form of money and other incentives.

#### **2.12.3.3 Followers are encouraged to be creative**

Studies found that transformational leaders encouraged their followers to be creative. According to Cavazotte et al. (2013) transformational leader inspire subordinates in a new way, the leader fosters creativity, and he or she is a good decision maker. These types of leaders pay more attention to the reasoning behind every action. The leader always directs his followers to find the solution to problems in a logical manner rather than in a traditional way.

#### **2.12.3.4 Transformational leaders ensure job satisfaction among employees**

It was found that the transformational leadership style affects employee attitude by enabling the employee to like his or her job. Leadership plays a critical role in ensuring employees' commitment. Studies (Bushra, Ahmad & Naveed, 2011; Hettiararchchi & Jayarathna, 2014; Samad, 2011) showed that followers who are happy with their supervisors/leaders, feel that they are being treated with respect, and are valued by their management, feel more attachment to their organisations. Leaders who are considerate or supportive to their subordinates lead to higher levels of employee satisfaction than those who are either indifferent or unconcerned with their subordinates. Although there are numerous leadership styles which could have an impact on employees' job satisfaction and their organisational commitment, the transformational leadership has been identified as the most suitable (Bushra et al., 2011; Hanaysha, Khalid, Mat, Sarassina, Rahman, & Zakaria, 2012). The authors concluded that transformational leadership positively affects the employees' job satisfaction.

#### **2.12.3.5 Employees are allowed to accomplish their own goals**

Studies suggest that the transformational leadership style influences employee attitudes through the employee's feeling of personal accomplishment (Birasnav et al., 2011; Metwally et al., 2014). Birasnav et al. (2011) concurred that the main drive behind a transformational leadership style is to find a way of bringing followers on board to work towards the desired goals. Ahmad et al. (2014) also found that the transformational leadership style motivates employees to work hard in achieving their individual and organisational goals. They added that this style of leadership inspires and motivates subordinates to attain ambitious and challenging goals, or even those apparently unattainable. Metwally et al. (2014) agreed with the above authors that transformational leaders encourage followers to go beyond self-interest for the good of the team or the organisation.

#### **2.12.3.6 Transformational leadership style allows employee to make to use of his skills**

Research suggests effective leaders allow their followers to make good use of their skills and abilities on the job. (Ahmad et al., 2014; Chemobo et al., 2014; Shafie, Baghersalimi & Barghi, 2013). The transformational leaders provide a better opportunity for their followers to use their own skills and abilities. However, other studies (Ali, 2012; Nwafor, 2012) found that the leadership style that allows employees to make use of their skills and abilities is the laissez-faire

style. All authority or power is given to the employees who must determine goals, make decisions, and resolve problems on their own.

## **2.13 The Concept of Employee Empowerment**

A new way of management is employee empowerment or participative management. Employee empowerment does not mean that management abandons its responsibility of performance or for leading the organisation. Rather, in an employee-empowered organisation, management's responsibility is to create and foster an environment in which it is apparent that employee input is desired and cultivated. Empowerment is a philosophy on enriching people's jobs and giving power to exercise control over and take responsibility for outcomes of efforts. According to Sahoo and Das (2011), empowerment is an intrinsic motivation that involves positively valued experiences which an employee derives directly from a task. Empowerment involves managers and employees working together to create specific goals and expectations within agreed-upon boundaries.

### **2.13.1 Transformational leadership style and employee empowerment**

Transformational leadership style has been found to correlate with employee empowerment. The following are the various ways in which the transformational leadership style affects the employee.

#### **2.13.1.1 Employee involvement in decision-making**

Empowering subordinates is a characteristic found in a leaders' ability to share responsibility and power with their followers. Numerous researches have shown that transformational leadership impacted positively on employee empowerment. A leader can empower his followers by delegation of authority, giving his followers the power to make decisions in his absence, and considering the followers' input about major organisational changes (Choi et al., 2016; Gill, A., Flaschner, Shah & Bhutani, 2010; Kaur, 2013). Transformational leaders take decisions by listening to the opinions of their followers. They give sufficient room for their followers to contribute to decision-making process. Cavazotte et al. (2013) also argued that individual consideration refers to the socio-emotional support that a leader gives to his subordinates, in response to their specific needs, which promotes their development and empowerment. Under this dimension, the leaders entrust discretionary powers to their subordinates, to enable them make decisions and fulfil their working needs, acting according to direction. Individual consideration, which is an aspect of transformational leadership style, has an influence on employees' involvement in decision making.

However, other researchers have suggested that laissez-faire leadership is very useful in ensuring employee participation in decision-making. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees who must determine goals, make decisions, and resolve problems independently. Transformational leaders also encourage the expression of different views and ideas; they act as catalysts, speeding up knowledge acquisition and distribution. Allowing the expression of different views and ideas, challenging old assumptions and beliefs, as well as stimulating new perspectives, the transformational leaders enhance the process of self-actualization.

#### **2.13.1.2 Employees are offered better jobs**

Birasnav et al. (2011) asserted that the idea of transformational leadership is to reach out to each employee to bring out the best in them. They argued that an inspirational leader spends quality time with each follower discussing ways to make the employee's job easier. Also, the leader helps to create and develop plans for developing the subordinates' career. The authors added that the leader pays attention to the followers; which helps to create a strong bond between leader and follower, that will reduce employee turnover.

#### **2.13.1.3 Employees are provided with regular feedback**

Effective leaders are those who provide regular and constructive feedback to their employees. The transformation leadership style empower employees by providing them with information they need from management regarding what is going on in the organisation. It has been found that individual consideration, which is an aspect of transformational leadership, helps to provide employees with the information they require to perform their tasks. Ahmad et al. (2014) argued that transformational leaders act as coaches for whole team. They train followers to achieve the desired goals and objectives of the company: this enables the subordinates to gain recognition and rewards in the form of money and other incentives. This leadership quality also encourages face-to-face communication between leader and subordinates which inspires subordinates to work hard. This dimension of leadership also promotes the capability of a leader to pay more attention to the subordinates, transmitting project work to them and believing that employees can gain more experience in so doing. Gill et al. (2010) also proposed that the transformational leadership style encourages interaction between the leader and followers. The authors suggested that an interactive leader provides better direction than a non-interactive one. This type of leader maintains open



participation with the followers. There is the need for two-way communication, with scope for feedback.

#### **2.13.1.4 Employees are given the opportunity to be trained**

Good leaders allow their followers to acquire knowledge, experience, and skills through training and development. Studies (Gill et al., 2010; Walumbwa & Hartnell, 2011) found that transformational leaders supported individuals by enabling them to achieve knowledge and skills through special training. According to Gill et al. (2010), individualised consideration, which is an aspect of transformational leadership, influences employee training on the job. Transformational leaders empower their followers by allowing them to be trained on their present jobs. Individualised consideration is viewed as a leadership trait of a leader who cares about their followers' concerns and developmental needs. This idea encourages leaders to develop followers' potentials through proper coaching and mentoring. Walumbwa and Hartnell (2011) reported that individualised consideration was a required and fundamental quality of effective transformational leadership: the transformational leader has a developmental orientation towards the followers. Transformational leaders empower their employees, pay attention to their needs and development, helping them grow their own leadership potential. Moreover, transformational leaders aim at developing people, who in turn, develop their organisations, by achieving the goals determined as important.

#### **2.13.1.5 Satisfactory working environment**

Successful leaders are those who ensure that their followers work in a satisfactory environment. Research has shown that the transformational leadership style ensures that the employee is satisfied with his or her physical working conditions (Belias & Koustelios, 2014). Transformational leaders tend to have dedicated and satisfied followers. Furthermore, they empower their employees, pay attention to their needs and development, helping them grow their own leadership potential.

### **2.11 Conceptual Definition of Employee Performance**

Employee performance has received much attention from researchers over the past decades (Kuria & Nzuve, 2015; Muda, Rafiki & Harahap, 2014; Saeed et al., 2013). The term employee performance has also been defined by various authors in different ways. This means that the definition of employee performance varies across researchers worldwide. Below are some definitions of employee performance that have been widely acknowledged.

Chen and Yang (2012) stated that employee performance is the transformation of inputs into outputs for achieving certain results within an organisation. He added that performance is the relationship between minimal and effective cost (economy, efficiency, and effectiveness).

According to Yasir, Imran, and Irshad (2013), employee performance is the ability of an organisation to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at a predetermined time, using a relevant strategy for action. Employee performance can be seen as how a company is doing in terms of the level of profitability, market share, and product quality, in relation to other enterprises in the same industry. Consequently, this is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development, and expansion of the organisation. Rustin and Armstrong (2012) argued that performance is a multi-dimensional construct, the measurement of which varies depending upon a variety of factors.

Saeed et al. (2013, p.214) described employee performance as the “way to perform the job tasks according to the prescribed job description”. They added that performance is the art of completing the task within the defined boundaries. It was also found that there are numerous factors that affect the performance of employees, which include motivation, rewards, and leadership effectiveness.

Nzuve and Njambi (2015) defined employee performance as the successful completion of given tasks by a selected individual or individuals, as set and measured by a supervisor or organisation, to pre-defined acceptable standards, while efficiently and effectively utilising available resources within a changing environment. Employee performance thus refers to undertaking a set of activities while aiming for the results; and performance evaluation is at the heart of performance management.

## **2.12 Factors that Influence Employee Performance**

According to Saeed et al. (2013), there are a number of factors which influence employee performance in the workplace. Iqbal, Ijaz, Latif and Mushtaq (2015) also agreed with the above researchers that there are many factors within the workplace that contribute to increasing employee performance. Below are some of these factors that influence employee performance.

### **2.12.1 Employee motivation**

Employee motivation has been seen as an important fact which influences employee performance within the workplace. Kalimullah (2010) posited that employee performance may be influenced by motivation within the organisation. Kalimullah (2010) considers motivation a powerful tool that influences employee performance. Motivation is an internal drive or force which satisfies an unsatisfied need to achieve a certain goal within the organisation. The authors suggests that a motivated employee has his or her goals aligned with those of the organisation and directs his or her efforts in that direction. He opined that influencing employees to reach their full potential within the workplace can be achieved through motivation.

According to Muogbo (2013), employee performance fundamentally depends on the kind of motivation available for them in the organisation. Employee motivation is one of the policies of managers to increase effectual job management within organisations. Muogbo (2013) contended that motivation can influence employee performance in a positive direction. Osabiya (2015) also commented that employee motivation is important in increasing employee performance within organisational settings. Osabiya (2015) postulated that many firms are greatly concerned with what should be done to achieve sustained high levels of performance through their workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership, and the organisational context within which they carry out the work, inter alia. The author contended that organisational success depends largely upon how members are being motivated to use their full talents and abilities and directed to perform well in the right areas.

### **2.12.2 Organisational communication**

Communication is another important organisational variable which influences employee performance. Banihashemi (2011) saw communication as the process of receiving and sending messages. He suggested that, for the purpose of management, it is important to give thoughtful consideration to accomplishing each task most effectively. In this respect, what management is looking for is judgement, the ability to communicate humanity and concern, openness of mind, and the ability to concentrate on achieving the organisational performance. Various studies over the years have shown that there a positive correlation between organisational communication and performance (Sharma, 2014; Yusuf, Eliyana and Sari, 2012). Effective communication is

important for the creation of a successful company. Yusuf et al. (2012) argued that performance is the result obtained by a person or a group within an organisation. Communication plays a critical role by ensuring that employees are properly informed about their tasks or roles within the organisation. This would help to prevent role conflict or ambiguity which could affect performance within the organisation. From the above discussion, it may be seen that there exists a strong relationship between organisational communication and employee performance.

### **2.12.3 Compensation**

Compensation is the most critical factor which influences employee performance within an organisation. Hissom (2013) asserted that compensation is the oldest and commonest factor responsible for that which influences employee performance in an organisation. Hissom (2013) argued that better salary or compensation system within an organisation serves as a means of motivation for employees to increase their performance. The author maintained that well-paid employees tend to perform their jobs better than those who receive less pay. Manu, Clark and Kuri (2012) also found that there is a correlation between employee performance and compensation system. Manu et al. (2012) expressed that most organisations reward their employees based on performance. Therefore, this serves as motivation for them to work harder towards improvement in their performance.

Chon and Maier (2010), in their study, also found a positive relationship between employee performance and remuneration. According to Chon and Maier (2010), happy employees are more productive than unhappy employees. In view of this, the authors recommended that one way of ensuring increase in employee performance is to offer attractive pay or remuneration. This underlines the fact that employee performance is influenced by competitive or better remuneration.

Muogbo (2013) also established that remuneration has been found over the years to be one of the policies the organisation can adopt to increase their workers' performance and thereby increase the organisation's productivity. The authors concluded that, with the current trend towards globalisation, most organisations have realised that, for their organisations to compete favourably in the competitive market, the performance of their employees is a noteworthy factor in determining the success of the organisation.

#### **2.12.4 Job satisfaction**

In addition to the above, job satisfaction has been identified as another critical factor which affects employee performance. Bakotic (2016) employee performance is influenced by the job satisfaction. According to Bakotic (2016), workers who have a high level of job satisfaction generally love their job; they feel empowered in the environment in which they work. Such workers believe that their job offers certain positive features such as variety, challenge, good pay and security, autonomy, and pleasant co-workers. The author suggested that workers who are happy at work will even devote private time to their work activities; they will be creative and committed; they will seek a way of overcoming any obstacle which might exist in the realization of their jobs, and they will assist their colleagues and superiors. These workers will exhibit extraordinary performance. Companies with this kinds of worker will be successful. Chandrasekar (2011) discovered that job satisfaction has a significant effect on employee performance. Organisations with more satisfied employees tend to be more effective than organisations with dissatisfied employees.

Achieng'Odembo (2013) also found that there is a strong relationship between job satisfaction and employee performance. According to the author, if the employees are satisfied with their job in the company, they will make efforts to introduce innovation and creativity. This will be accomplished by their good performance, which will give company important breakthroughs in these changing market conditions (Achieng'Odembo, 2013). According to Gupta (2014), it must be recognised from the employees' point of view as well from organisations' point of view that job satisfaction will lead to better performance: the interest of employees in the job will be increased. An individual's behaviour while on job speaks volumes about the satisfaction of employee.

#### **2.12.5 Training and development**

Studies have found a positive relationship between employee performance and training and development (Khan, Khan, & Khan, 2011). Employees play a crucial role in every organisational set-up. Achieving organisational goals cannot be done without human resources (employees). Khan et al. (2011) postulate that training and development is potentially one way in which those efforts may be aligned with the aims of an organisation. The authors add that, if an organisation wishes to remain competitive while increasing employee performance, it has no choice but to train

and develop its employees. According to Khan et al. (2011), training and development programmes attempt to promote the skills, knowledge, or attitudes of employees required by the job post. These programmes may be focused on improving an individual's level of self-awareness, competency, and motivation to perform his or her job well. This, in turn, makes employees feel that they are part of the organisation's family. Training and development programmes create a sense of belonging in employees, enhancing the employee's skills, and motivating them while improving their performance.

According to theories proposed by some scholars, training and development positively influences employee performance, which, in turn, influences profit, or revenue (Niazi, 2011; Sultana, Irum, Ahmed & Mehmood, 2012; Uddin, Luva, & Hossain, 2012). Niazi (2011) stated that training and development helps businesses to adapt to new technology by increased efficiency of employees. Training and development programmes ensure that the work force is developed and skilled so that they can perform well in their various fields (Bataineh, 2014).

### **2.13 How to measure employee performance**

The major goal and objective of most business organisations is to maximise profit and minimise cost; also to satisfy customers' needs, as well as achieving higher financial and human resource performance (Paul and Anantharaman, 2003). However, researchers have used economic indices to assess organisational/employee outcomes, including return on sales, return on assets, return on equity, return on investment (ROI), productivity, earning per share, market share, stock price, gross profit, liquidity, and operational efficiency (Ezirim, Nwibere et al. 2010; Atiku, Chitakunye et al., 2014). (Katou and Budhwar 2010) used variables such as efficiency, innovation, and quality of goods/services, effectiveness, development, satisfaction, to measure organisational performance. Therefore, this study intends to measure organisational performance using economic/financial variables and human resource outcomes variables.

### **2.14 Transformational Leadership and Employee Performance**

Various studies over the years have focused on the relationship between transformational leadership and employee performance (Bass, 2010; Lee & Chuang, 2009; Teece, Pisano & Shuen, 2011). Lee and Chuang (2009) argued that an outstanding leader does not only inspire subordinates to enhance efficiency, but also meets their requirements in the process of achieving organisational goals. According to Bass (2010), transformational leaders achieve the greatest performance from

subordinates since they are able to inspire their subordinates to raise their capabilities for success and develop subordinates' innovative problem-solving skills. This leadership style has been found to lead to higher levels of organizational commitment; and is associated with business unit performance. A transformational leadership style has a strong positive relationship with organisational performance. The author declared that managers should strive to become role models to their subordinates; inspiring subordinates by providing meaning and challenge for their work; stimulating subordinates' efforts to become innovative and creative; and pay attention to each individual's need for achievement and growth. Abasilim (2016), in a similar manner measured the relationship between both styles of leadership (transformational and transactional leadership) and organisational performance in Akwa Ibom Water Company Limited in Akwa Ibom state in Nigeria. The study established that there was a strong positive relationship between transformational leadership style and organisational performance while there was a weak positive relationship between transactional leadership style and organisational performance.

Chemobo, Kimani, Musiega and Willy (2014) in their study found that transformational leadership is correlated with employee performance. Chemobo et al. (2014) postulated that several studies (Ford & Ford, 2012; Yu, Leithwood, & Jantzi, 2012) had explored the link between transformational leadership style and employee performance. The results of these studies revealed that the transformational leadership style increases employee performance within an organisation. For example, Yu et al. (2012) investigated the effects of transformational leadership on teachers' commitment to change in Hong Kong. The results confirmed that the transformational leadership style has the potential of increasing teachers' performance.

Schaubroeck, Lam and Cha (2015) expressed that there is a positive relationship between transformational leadership and employee performance which creates a positive impact on team performance. According to Schaubroeck et al. (2015), transformational leadership is effective in two ways. First it builds enthusiasm among the followers and second, it instils a sense of vision that leads to higher job satisfaction, which helps employers' performance to take a positive slope. The authors expressed the view that transformational leadership is a key factor for high job satisfaction, and thus increased employee performance within an organisation.

Ekaningsih (2014) also articulated the view that transformational leadership influences employee performance within the workplace. The findings further indicated that transformational leadership

directly influences performance at the significance value of  $< 0.05$  and the beta coefficients of 0.891. This suggests that transformational leadership can increase the subordinates' performance.

In a study conducted by Chi, Yeh & Yu (2008), it was found that the transformational leadership styles impacts positively on employee performance. According to Chi et al (2008, p.89), “transformational leaders motivate followers and lead them to achieve group performance under their own interests. Thus, followers will perform better than expectation and the degree of satisfaction will also increase”. The authors added that transformational leaders encourage employee involvement, hence, they work hand-in-hand towards the achievement of the individual as well as the group goals.

### **2.15 Transformational Leadership and Employee Motivation**

Various studies have explored how transformational leader motivation influences employee performance within the workplace (Fei Yi, Shanshan & Kan, 2011; Arzi & Farahbod, 2014).

According to Fei Yi et al. (2011), the transformational leadership styles inspires subordinates towards the achievement of the organisation. According to the authors, transformational leaders are noted for motivating their followers to achieve greater heights in the workplace. Fei Yi et al. (2011) asserted that, through the motivation that the transformational leader provides, the employees are energized to work harder in order to improve upon their performance. The authors argued that inspirational motivation occurs when leaders motivate and inspire those around them by providing challenges and meaning for their work. They provide a vision of what is possible, and how to attain these goals. More specifically, these leaders get followers involved in envisioning the future, promoting positive expectations about what needs to be done, demonstrating commitment to the shared vision

Arzi and Farahbod (2014) also discovered that there is a relationship between employee performance and transformational leader motivation. Arzi and Farahbod (2014, p.119) articulated that transformation leaders motivate their followers to have better performance which is above expectations; and also, they modify the beliefs, attitudes and values of followers as opposed to only achieving compliance.

It was found that one of the dimensions of transformation leadership style is the inspirational motivation. As discussed above, Cavazotte et al. (2013) contended that inspirational motivation



refers to a leader's behaviour, which aims at inspiring and motivating subordinates to attain ambitious and challenging goals, or even those apparently unattainable. Trmal et al. (2015) stated that transformational leaders inspire and energise their subordinates to accept challenges; and also act as a model for them to achieve the desired goal effectively. Transformational leaders encourage subordinates to articulate the challenges that face them, motivating them. The authors postulated that the transformational leadership style is seen as a means of motivating followers to achieve optimal results. This inspiration contributes to employee performance in the workplace. It encourages employees to offer their best or maximum efforts to increase their performance.

This type of leadership style serves as a vehicle of encouragement and a model for stimulation of subordinates to work hard in achieving their individual and organisational goals (Ahmad et al., 2014). According to the authors, the leader's motivation serves as a means of encouraging employees to achieve greater performance in the organisation. This highlights the relationship between the leader's motivation and employee performance.

## **2.16 Conclusion**

The chapter reviewed empirical works on transformational leadership, employee performance, attitude, empowerment and behaviour. The chapter analysed the relationship between the transformational leadership and these constructs. The findings showed that transformational leadership has a significant impact on employee performance, attitude, behaviour and empowerment. The proceeding chapter discusses the research design and method.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The chapter described the research methodology that underpins the research project. It began by stating the research objectives and research questions. It further discussed the research design. In addition, described the research paradigm to be adopted. The chapter also gave an account of brief history of the case-study organisation. The next section described the target population of the study and continued to provide a discussion on the sampling method. Moreover, the chapter also explained the rationale for the sample size selected for the study. Beside this, it described the data-collection instrument used in the study. Not only this, the chapter gave an account of how the data was analysed. It also detailed the ethical considerations that were taken into account during the study. Finally, the chapter outlined the various limitations that were encountered during the study.

### **3.2 Research Questions**

The study addressed the following research questions:

- 3.2.1 What type of relationship exist between transformational leadership style and employee performance in the Independent National Electoral Commission?
- 3.2.2 How does transformational leadership style affect the performance of the Independent National Electoral Commission?
- 3.2.3 What is the effect of transformational leadership style on employee behaviour in the Independent National Electoral Commission?
- 3.2.4 What is the impact of transformational leadership on employee empowerment in the Independent National Electoral Commission?
- 3.2.5 How does the transformational leadership style influence employee attitudes in the Independent National Electoral Commission?

### **3.3 Research Objectives**

The study addressed the following objectives:

- 3.3.1 To investigate what of relationship exist between transformational leadership style and employee performance in the Independent National Electoral Commission.
- 3.3.2 To examine the extent to which transformational leadership style affects performance in the Independent National Electoral Commission.
- 3.3.3 To evaluate the effect of transformational leadership style on employee behaviour in the Independent National Electoral Commission.
- 3.3.4 To examine the impact of transformational leadership style on employee empowerment in the Independent National Electoral Commission.
- 3.3.5 To determine how the transformational leadership style influences employee attitude in the Independent National Electoral Commission.

#### **3.4 Research Design**

Research design is an important aspect of a research, which determines how an investigation will take place. Research design is detailed plan which comprises how the study will be conducted (Sekaran & Bougie, 2013). It is the master plan which includes how data will be collected, what data-collection method will be employed, how the data-collection instrument will be used, and how data will be analysed. Hayes, Bonner and Douglas (2013) suggested that the main purpose of a research design is to enable the researcher to undertake the project in a systematic manner. There are various types of research design, namely, exploratory, explanatory, causal, descriptive, and action research. This present study utilised the descriptive research design.

Descriptive research is often undertaken to describe the phenomenon under investigation (Dane, 2011). Monette, Sullivan and Dejong (2011) noted that descriptive research aims at discovering facts or describing an event or phenomenon accurately as it exists in its natural settings, so as to gain an idea about the present status of the phenomenon. According to Abiwu (2015), a description is usually employed in quantitative studies in which an investigator main focus is to describe the phenomenon. The researcher opined that descriptive research seeks to addresses what-type questions. The application descriptive research in this current study enables the researcher to describe how a transformational leadership style affects employee performance. This further

assists the investigator to gain an in-depth knowledge and full understanding of the concept of leadership and employee performance.

### **3.5 Research Paradigm**

The research paradigm is an important aspect of research which has gained popularity among researchers in this current era. It is the philosophy that underpins the study. The term paradigm has its roots in the Greek word 'paradeigma', which implies a pattern. The word was first used by Kuhn in 1962 to represent a conceptual framework shared by a community of scientists. This framework provided them with a convenient model for examining problems and finding solutions. The term paradigm refers to a research culture with a set of beliefs, values, and assumptions that a community of researchers has in common regarding the nature and conduct of research (Antwi & Hamza, 2015). McGregor and Murnane (2010) suggested that, within the discipline of academy, paradigm is regarded as a set of assumptions, concepts, values, and practices that constitutes a way of viewing reality for the community that shares them, especially in an intellectual discipline like consumer studies. They argued that the "term paradigm refers to a research culture with a set of beliefs, values, and assumptions that a community of researchers has in common regarding the nature and conduct of research" (p.218). In simple definition, paradigm is an approach to thinking about and conducting research.

Taylor and Medina (2013), in their study, define paradigm as a comprehensive belief system, world view, set of assumptions, ideologies or framework that guides research and practice in a field. From the philosophical point of view, the term paradigm includes a view of the nature of reality – whether external or internal to the investigator; a related view of the type of knowledge that can be generated, and standards for justifying it; and a disciplined approach to generating that knowledge. Scotland (2012) concurred that there are various components of paradigm, namely, ontology, epistemology, methodology, and methods.

The nature of this study required the use of the epistemological approach. Scotland (2012, p.219) contended that epistemology refers to the kind of relationship that exists between the investigator and the study, and that it denotes "the nature of human knowledge and understanding that can possibly be acquired through different types of inquiry and alternative methods of investigation". Epistemology is also concerned with the nature and forms of knowledge. The epistemological

approach has two main types of paradigm, namely, positivist, and interpretivist. However, the study utilised the positivist paradigm.

Creswell (2009) maintained that the positivist paradigm aims to describe the relationships between variables. It seeks to identify causes which influence outcomes. Their aim is to formulate laws, thus yielding a basis for prediction and generalization. Kamil (2011) also postulated that positivism attempts to promote methodological monism which claims that the right way to provide certain knowledge can be established through objectivity and quantification. Positivism enables researchers to gain objective scientific information about the topic under investigation (Strauss 2012).

The positivist approach was used to ensure that the researcher and the reality being researched are separate. This further assisted the researcher to gain objective, scientific information regarding the phenomenon being studied.

### **3.6 Research Method**

This study utilised the quantitative research method to explore the current phenomenon. Quantitative research builds upon existing theories (Williams, 2011). According to Williams (2011), quantitative research methodology maintains the assumption of an empiricist paradigm which states that research itself is independent of the researcher. Quantitative research involves the collection of data so that information can be quantified and subjected to statistical treatment in order to support or refute “alternate knowledge claims”. This method of research is used to objectively measure reality. Quantitative research provides meaningful understanding through objectivity uncovered in the collected data (Williams, 2011). He argued that quantitative research “employ strategies of inquiry such as experimental and surveys and collect data on predetermined instruments that yield statistical data. This method allowed the researcher to collect rich and useful information from a large number of respondents.

### **3.7 Study Location**

The study was conducted on the Independent National Electoral Commission (INEC), Ilorin Kwara State. The origin of electoral bodies in Nigeria can be traced to the period before independence, when the Electoral Commission of Nigeria (ECN) was established to conduct the 1959 elections. The Federal Electoral Commission (FEC), established in 1960 conducted the immediate post-independence federal and regional elections of 1964 and 1965, respectively. The

electoral body was, however, dissolved after the military coup of 1966. In 1978, a new Federal Electoral Commission (FEDECO) was constituted by the regime of General Olusegun Obasanjo. FEDECO organised the elections of 1979, which ushered in the Second Republic under the leadership of Alhaji Shehu Shagari. It also conducted the general elections of 1983.

In December 1995, the military government of General Sani Abacha, which had earlier dissolved the NEC in 1993, established the National Electoral Commission of Nigeria (NECON), which also conducted another set of elections; local government councils to national assembly. These elected institutions were, however, not inaugurated before the sudden death of General Abacha, on June 1998 aborted the process. In 1998, General Abdulsalam Abubakar's Administration dissolved NECON and established the Independent National Electoral Commission (INEC).

The body organised all transitional elections that ushered in the 4th Republic on May 29 1999. It has today repositioned itself to deliver credible elections that would sustain Nigeria's nascent democracy.

As a permanent body, the INEC comprises the workforce recruited since 1987 under the defunct National Electoral Commission (NEC). Its presence has been established in all 36 states, the Federal Capital Territory, as well as in the 774 local government areas of Nigeria.

### **3.8 Target Population**

Population refers to an entire group of persons, events, or things that the investigator is interested in (Sekaran & Bougie, 2013). It also includes all components that meet certain criteria for inclusion in a study. The population of the study comprised the electoral officials (full-time and contract staff) in INEC, Ilorin, Kwara State Province in Nigeria. The total population for the study was 290 which included administrative officers, executive officers, assistant managers, deputy managers and managers in the INEC. The target population in the organisation is most appropriate for the study because of convenience. The Kwara office was selected for the study because it was accessible to the researcher, and the participants were willing to grant the researcher access to data.

### **3.9 Sampling Method**

Sampling is the process whereby the researcher selects some portion units, or fractions of the entire population to represent the entire population in a unique study. Haque (2008) described sampling as the art of obtaining information about an entire population by examining only a part of it. Since

the study proposed the use of the quantitative method, the best sampling method to be employed was probability sampling. Haque (2008) suggested that, with regard to probability sampling, the researcher must have full knowledge of the universe from which the sample is drawn. In terms of this sampling design, every element in the population has an equal chance of being selected for the study.

Odoh (2015) asserted that the probability sampling design provides a known non-zero chance of selection from each population element. Probability sampling is defined as having the “distinguishing characteristic that each unit in the population has a known, nonzero chance of being included in the sample” (Etikan, Musa and Alkassim, 2016). Probability sampling design comprises systematic sampling, stratified sampling, cluster sampling, and simple random sampling. However, this study utilised simple random sampling. A probability sampling design was employed to ensure reliable and valid inferences from a sample. According to Suresh, Thomas and Suresh (2011), simple random sampling is the kind of probability sampling design in which each element in the population has the equal probability to be selected as a sample to be part of the study. The authors added that this type of sampling design ensures that there is no bias in the selection of the sample for the study. They further argued that random sampling ensures that no element is counted twice as a sample. With this kind of sampling method, a sample table was used to ensure the selection of the sample size.

In this study, random number tables were used to select the for the study. The tables contained integers between zero and nine and arranged in groups of five. These table were carefully created to ensure that each number is equally probable, so using it is a way to produce a random sample required for valid research outcomes. To create a simple random sample using a random number table, the following steps were followed: each number of the population was numbered from 1 to N; the population size and sample size were the determined; the starting point on the random number table was then selected; the direction in which to read was chosen; the first  $n$  numbers whose last X digits are between 0 and N were then selected; this process continued through the table until the researcher has selected your entire sample.

### **3.10 Sample Size**

Suresh et al. (2010) defined a sample size as a portion of the entire population that is selected for a study. In other words, it is a subset of the entire population that is chosen for inclusion in a specific study (Sekaran and Bougie, 2013). According to Haque (2008), the sample size is selected from the sample frame but not from the total population. A sampling frame is the source material or device from which a sample is drawn. In this study, the sample size was drawn from the sample frame which consisted of only full-time and contract staff at the INEC, Ilorin Kwara State. Based on the total population of 290, the total sample size of 165 (i.e. administrative officers, executive officers, assistant managers, deputy managers and managers) was selected to participate in the study. The sample size was calculated at 95% confidence level and 5% error of margin. The sample size of 165 was determined based on Sekaran and Bougie's (2013) population and sample size determination table. According to the authors, for a population of 290, the appropriate sample size to be used is 165. It was on this recommendation that the size of 165 was selected for the study. The sample size was adequate for providing the researcher with much information regarding the phenomenon under investigation.

### **3.11 Data-collection Methods**

The data collection technique that was employed in this study is the questionnaire. According to Mathers, Fox and Hunn (2009), questionnaires are often used in a large study that comprises a large group of people. Questionnaires contain a list of items designed to gather information from a particular group of people (Sekaran and Bougie, 2013). In this study, questionnaires were designed and self-administered to the respondents because they are cheaper than personal interviewing and quicker if the sample is large and widely dispersed.

The questionnaires were classified into six sections based on the research objectives, as outlined above. Section A dealt with questions on the biographical data of the respondents in relation to gender, age, qualification, nature of work, years of experience, and department. Section B contained questions on the relationship between transformational leadership style and employee performance. Section C covered questions on the relationship between employee performance and transformational leader motivation. Section D dealt with questions on the extent to which employee performance has a direct impact on organisational performance. Section F contained questions on the influence of transformational leadership style on employee performance.



The researcher ensured that the questionnaires were constructed in simple language that was understood by all the participants in the study. Furthermore, a statistician was consulted before the questionnaire were finally constructed or designed.

### **3.12 Pilot Study**

a pilot study was conducted prior to the large-scale research. “A pilot study represents a vital step for conducting a full-fledged study soundly. In fact, a well-conducted pilot study can help the researchers to design a clear road map they can follow” (Maldaon and Hazzi, 2015, p.53). A pilot study represents the cornerstone of a good research design. A pilot study is an essential initial step in a research and this applies to all types of research studies. The term of pilot study, however, is defined as “a small-scale test of the methods and procedures to be used on a large scale” (Porta 2008).

According to Gumbo (2014, p386), “a pilot study is a small investigation to test the feasibility of procedures and to gather information prior to a larger study. It is designed to test whether the study is worth pursuing and what changes need to be made. A pilot study is not a feasibility or hypothesis-testing study. It pre-tests or tries out the research instruments. The term ‘pilot studies’ refers to mini versions of a full-scale study (also called ‘feasibility’ studies), as well as the specific pre-testing of a particular research instrument such as a questionnaire or interview schedule”.

The questionnaire was piloted to determine its feasibility for the study. Certain respondents were selected from within the organisation to participate in the pre-testing. After the completion of the pilot study, the researcher reworded ambiguous questions, and incorporated the views of the respondents in the final draft of the questionnaires.

### **3.13 Measurement Scale**

Measurement in research means assignment of numbers or qualitative attributes to objects using certain specified rules (Asika, 1991). The study utilised a 4-point Likert scale. The response choice scoring weights were: Strongly disagree/Very dissatisfied =1; Disagree/Dissatisfied = 2; Agree/Satisfied =3; and Strongly agree/Very satisfied = 4.

### **3.14 Data Quality Control**

Both validity and reliability were employed as instruments ensuring data quality control. These two techniques are applied in quantitative research.

### **3.14.1 Validity**

Sekaran and Bougie (2013) described validity as the extent to which the research instrument measures what it is supposed to measure. It also implies how valid the research findings or results are. The validity of the study was ensured by probing the respondents with questions that are not clearly answered in order to clarify the given response. Factors analysis was used to determine the validity of the research instrument. This study took cognisance of three forms of validity. Experts' opinions and academic knowledge of professionals in the field of study also determined the validity of research instruments. The employee attitude survey (EAS) was developed by Schneider et al. (2003), made up of twenty-four items and on a seven-dimensional scale, also using a 4-point Likert type scale. The affective commitment scale (ACS) was established by Meyer and Allen (1993). The scale reliability was ( $\alpha = .85 - .91$ ) and greatly related to process of performance, organisational citizenship behaviours, turnover intention, fulfilment, cooperation at work, and fairness. The reliability for employee commitment scales ranges from .84 to .90.

The job performance scale (JPS) was developed by Brown and Leigh (1996), made up of ten items and fashioned on a Likert-type rating scale (Brown and Leigh, 1996). This instrument was developed and tested in Washington by American Psychological Association. This is made up of two dimensions: time commitment. and work intensity. providing five items each. It has an alpha coefficient of 0.82, time commitment (0.86 and 0.82), and work intensity (0.82 and 0.83). The Cronbach's alpha coefficient, according to Brown and Leigh (1996) yielded a value of 0.60; and the reliability coefficient is 0.66. It has been used in various Nigerian samples; with a reported reliability coefficient alpha of 0.93 as well as the internal consistency ranges between 0.72 and 0.82 (Shadara and Hamed, 2009; Omolayo and Olufemi, 2012).

### **3.14.2 Reliability**

Reliability has to do with the consistency, stability, and dependability of the measuring instrument adopted for the study (Sekaran and Bougie, 2013). To test the reliability of the instrument, the researcher carried out a pre-test on ten (10) respondents randomly selected across the organisation, to test the reliability of the instrument before field administration. This was necessary to ensure item consistency, ease of understanding, and question sequence appropriateness. The reliability of the questionnaire was demonstrated to ensure that operations of the study which include data-

collection procedures were repeated. Cronbach's alpha coefficient was used to measure/test the reliability of the research instrument.

### **3.15 Data Analysis**

Data analysis forms an important part of research. The quantitative data was analysed using the statistical package for the social sciences (SPSS), version 25. Both descriptive and inferential statistics were further used to interpret the data or results in the study. The descriptive statistics used were frequencies, means, and standard deviation. On the other, the inferential statistics used were, correlation, factor analysis, Cronbach's alpha, analysis of variance (Anova) and t-test.

### **3.16 Ethical Considerations**

The ethical approval for the study was obtained from Ethics Committee in the University of KwaZulu-Natal. A completed ethics application was submitted to the Ethics Committee. The ethics application was submitted together with the research instrument, written informed consent, and gatekeeper's letter. The ethical considerations in the study include the following.

#### **3.16.1 Informed consent**

The participants for the study were first approached for their voluntary participation in the study after the ethical approval was granted. A written informed consent was attached to each of the research instrument. The participant was required to read the form thoroughly. Subjects were required to append their signatures on the written informed consent form to indicate their voluntary participation in the study. The researcher disclosed to the participants procedures for the investigation, and the risks connected to the study before the data collection began.

#### **3.16.2 Anonymity**

Effort were made, however, to assure the anonymity of the data by substituting pseudonyms for participant names, and limiting identifying information within the dissertation, oral presentations, and subsequent publications.

#### **3.16.3 Privacy and confidentiality**

The information collected from the research participant was kept safely in a locked compartment which was provided by the researcher's supervisor in the College of Law and Management Studies at the University of KwaZulu-Natal. The data will be stored for the period of five years after which it will be destroyed in accordance with the university's policy.

### **3.17 Limitations of the Study**

Various limitations exist for this study, summarised as follows. The study was limited by funding. It is unfortunate that the researcher has no funding for the study. The cost component of this study included the travelling cost from Nigeria to South Africa, and internally in Nigeria, for the duration of data collection. Another cost component of the study was printing. However, the researcher has put in place measures to overcome the financial burden of the study.

Some respondents were not interested in the study for various reasons. For example, many argued that the information gathered from them would be made available to the management, which might affect their employment relationship in the organisation. Others were of the view that they did not want their managers to know that they participated in the study, for fear of victimization. However, the participants were made to understand that the necessary steps were in place to protect the anonymity of the data.

The study was geographically located in the Kwara State Province in Nigeria. The researcher is residing in another state which is far from Ilorin Kwara State. The location and the distance from it has posed several challenges to the data-collection process. However, this was viewed as not constituting severe impediment in terms of the empirical nature of the study and its level. Furthermore, subsistence and travelling arrangements were made in advance before the data-collection process commenced.

### **3.18 Conclusion**

The chapter described the research design and methodology employed to investigate the research phenomenon. The chapter provided enough justification for the various approaches that were adopted as evident in the discussion. The next chapter contains the presentation and analysis of the data.

## **CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS**

### **4.1 Introduction**

This chapter of the study presents and analyses the data collected from the respondents. The data collected from the respondents was coded into the Excel Sheet which was later exported into the SPSS, version 25, for analysis. The presentation and analysis were conducted using both the descriptive and inferential statistics. The various descriptive statistics used were frequency, percentage, mean, minimum, maximum and standard deviation. These descriptive statistics were employed to describe the basic features of the data in a study. They provided simple summaries about the sample and the measures. Together with simple graphics analysis, they formed the basis of virtually every quantitative analysis of data. The kinds of inferential statistics used were Pearson's moment correlation (it is a measure of the extent to which two variables are related), Anova (used to determine whether there are any statistically significant differences between the means of three or more independent groups); Post Hoc Scheffe's Test (it is used to find out which pairs of means are significant), t-test (it is used to determine if there is a significant difference between the means of two groups, which may be related in certain features), Cronbach's alpha coefficient (it is used to determine if the scale is reliable), and factor analysis (it is used to determine the validity of the research instrument). These inferential statistics were used to draw valid conclusions that extend beyond the immediate data alone. The data analysis was conducted in line with the research objectives, as follows:

- To investigate the relationship between transformational leadership style and employee performance in the Independent National Electoral Commission;
- To examine the extent to which transformational leadership style affects performance in the Independent National Electoral Commission;
- To evaluate the effect of transformational leadership style on employee behaviour in the Independent National Electoral Commission;
- To examine the impact of transformational leadership style on employee empowerment in the Independent National Electoral Commission; and
- To determine how the transformational leadership style influence employee attitude in the Independent National Electoral Commission.

## 4.2 Results: Demographic Characteristics of Sample

The demographic characteristics of the sample are presented in Table 4.1 below.

**Table 4.1: Demographic characteristics of the participants**

Characteristics	N	Percentage (%)
<b>Gender</b>		
Males	111	67.3
Females	54	32.7
<b>Marital Status</b>		
Single	29	23.6
Married	126	76.4
<b>Work of Department</b>		
Operations	54	32.7
Customer care	3	1.8
Marketing	2	1.2
HR	36	21.8
ICT	51	30.9
Others	19	11.5
<b>Highest Educational Qualification</b>		
School Certificate	25	15.2
National Diploma	16	9.7
Higher National Diploma	74	44.8
Master's	49	29.7
PhD	1	.6
<b>Work Experience</b>		
1-5 years	66	40.0
6-10 years	55	33.3
11-15 years	26	15.8
16-20 years	18	10.9

The data presented in the Table 4.1 above suggested that males comprised approximately 67.3% of the sample with the remaining 32.7% being females. In terms of marital status, approximately 23.6% of the participants were single; while the remaining 76.4% representing the majority were married. With regards to department, 32.7% belonged to Operations, 1.8% belonged to Customer Care, 1.2% belonged to Marketing, 21.8% belonged to HR, 30.9% belonged to ICT, and the remaining 11.5% belonged to other departments. In relation to educational qualifications, 15.2% of the participants had School Certificate, another 9.7% had National Diploma, 44.8% had Higher National Diploma, 29.7% had Master's while the rest, 0.6%, had PhD. With regards to work

experience, 40.0% had worked between 1-5 years, 33.3% had worked between 6-10 years, 15.8% had worked between 11-15 years, and 10.9% had worked for 16-20 years.

### 4.3 Reliability- Cronbach's alpha coefficient

Cronbach's alpha coefficient was used to test the reliability of the research instrument. The Cronbach's alpha coefficient score of 0.70 and above was considered reliable. The reliability scores are shown in Table 4.1 below.

**Table 4.2 Reliability- Cronbach's Alpha Coefficient**

<b>Dimensions</b>	<b>No of Items</b>	<b>Cronbach's Alpha Coefficient Scores</b>
Relationship between transformational leadership style and employee performance at INEC	5	0.954
Transformational leadership style and performance of INEC	6	0.653
Transformational leadership style and employee behaviour at INEC	18	0.657
Transformational leadership style and employee attitude/employee empowerment at INEC	11	0.801
Transformational leadership effectiveness	18	0.889
Leadership at team, group, or departmental level in the organisation	5	0.927
<b>All dimensions</b>	<b>63</b>	<b>0.876</b>

From the Table 4.2, there are five items measuring the influence of transformational leadership style on employee performance in the INEC. Since the Cronbach's alpha coefficient score is 0.954, it can be concluded that the instrument measuring the relationship between transformational leadership style and employee performance at the INEC was statistically reliable, hence, acceptable.

Again, there were six (6) items measuring the influence of transformational leadership on the performance of the INEC. The reliability score was 0.653, which is less than the recommended

value of 0.70. Therefore, the instrument measuring the influence of transformational leadership was not statistically acceptable and reliable. The table further shows that there were 18 items measuring employee behaviour in the INEC. The Cronbach's alpha coefficient score was 0.657 which is less than the recommended value of 0.70. Cronbach's alpha coefficient exceeding 0.70 is regarded as statistically acceptable, hence, for the study, the number of items measuring employee behaviour at INEC was not statistically acceptable and reliable.

There are 11 items measuring employee attitude and empowerment in the organisation. The results of Cronbach's alpha coefficient was 0.801, which exceeded the recommended value of 0.70. Therefore, since the score ( $\alpha = 0.801$ ) exceeded the recommended value of 0.70, it can be argued that the number of items which measured employee attitude and empowerment were statistically acceptable and reliable. Also, there were 18 items which measured the effectiveness of transformational leadership style in the INEC. The Cronbach's alpha coefficient score was 0.889, which exceeded the recommended value of 0.70. Therefore, these items were considered statistically acceptable and reliable. There were also 5 items which measured the effectiveness of transformational leadership style on the team, group or department in the organisation. The Cronbach's alpha coefficient was 0.927. Therefore, it can be concluded that the number of items which measured the effectiveness of transformational leadership style on the team, group or department in the INEC was reliable. There were 63 items in all which measured the various objectives of the study and the Cronbach's alpha coefficient alpha was 0.876. A conclusion can be drawn that the instrument used was reliable.

#### **4.4 Validity-factor Analysis**

Both KMO and Bartlett's test and Component Matrix<sup>a</sup> were used to test the validity of the questionnaire. Hair et al. (2010) suggested that KMO measure of sampling adequacy index ranges from 0 to 1, reaching 1 when each variable is perfectly predicted without any error by other variables. The following interpretations were given these scores: 0.80 and beyond is considered "meritorious"; 0.70 and beyond is considered "middling"; 0.60 and beyond is considered "mediocre"; 0.50 and beyond is considered "poor"; and below 0.50 is considered "unacceptable". The results are shown below in the Table 4.3.



**Table 4.3 KMO and Bartlett’s Test**

KMO and Bartlett’s Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.714
Bartlett’s Test of Sphericity	Approx. Chi-Square	8306.713
	Df	1711
	Sig.	.000

From Table 4.3, the KMO and Bartlett’s test score was 0.714. The score implies that the data set complies with the requirements of sampling adequacy and sphericity for the factor analysis performed. With reference to the various interpretations of the scores provided above, the research instrument is considered “middling”, therefore it is valid.

#### **4.5 Individual Levels in the Organisation**

This part of the questionnaire measured individual levels within the organisation. There were five (5) items in this section which measured individual levels in the organisation. The results are shown in the Table 4. 4.

**Table 4.4 Influence of Transformational Leadership Style on Employee Performance**

<b>Items</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>N</b>
People identify skills they need for future work	2.07	1.000	164
People are rewarded for learning	1.95	1.142	164
People give open and honest feedback on one another	2.02	.975	164
People listen to each other’s view before talking	2.11	1.021	164
People spend time building trust with one another	1.86	.978	164
<b>All items</b>	<b>3.11</b>	<b>.843</b>	<b>164</b>

Source: Field Data, 2017

Table 4.4 above shows the influence of transformational leadership on employee performance at INEC. The results showed that there was no significant relationship between all the five individual items on the questionnaires. From the table, there was no significant agreement that people do identify the skills they need for future work (M = 2.07). Also, the results showed that there was no significant agreement that people are rewarded for learning (M = 1.95). The results further

revealed that there was a disagreement that people were given open and honest feedback on one another (M = 2.02). In addition, it was found that there was no significant agreement that people listen to one another before talking (M = 2.11). Lastly, the results revealed that there was no agreement that people spend time building trust with one another (M = 1.86).

Although there was no significant relationship between the various items and transformational leadership style, the results (M = 3.11) shows that there transformational leadership style positively influenced employee performance at the INEC.

#### 4.6 Effect of Leadership on Team, Group, or Department within the INEC

There are five (5) items that measured the effectiveness of transformational leadership on the team, group, and department within the INEC. The Table 4.5 contains the results of the study

**Table 4.5: Leadership at Team, Group or Departmental Level in the Organisation**

Items	Mean	Standard Deviation	N
Teams/groups have the freedom to adapt their goals as needed	2.14	1.044	164
Teams/groups treat members as equals, regardless of rank, culture	2.23	1.220	164
Teams/groups focus on group's task	2.57	1.325	164
Teams/groups revise their thinking as a result of information collected	2.23	1.047	164
Teams/groups are rewarded for their achievements	1.83	1.007	164
<b>All Items</b>	<b>3.03</b>	<b>1.233</b>	<b>164</b>

The overall mean score (M = 3.03) suggests that transformational leadership style positively influenced team work, groups or department in the INEC. However, the results revealed that there was no significant agreement that teams/groups have the freedom to adapt their goals as needed (M = 2.14). Also, the results showed that there was no significant agreement that teams/groups treat members as equals, regardless of rank or culture (M = 2.23). Furthermore, the findings showed that there was no significant relationship between transformational leadership style and group focus on tasks (M = 2.57). In addition, there was no significant relationship between transformational leadership style and the group thinking as a result of information collected (M = 2.23). Besides, transformational leadership style has no impact on rewards for team's achievement (M = 1.83).

#### 4.7 Influence of Transformation Leadership Style on Performance of INEC

The study further examined the relationship between leadership style and performance at the INEC. There were six (6) items which measured the influence of transformational leadership style on the organisational performance. The findings are shown in Table 4.6.

**Table 4.6: Transformational Leadership and Performance at INEC**

Items	Mean	Standard Deviation	N
Change in ways things are done has led to a competitive advantage	2.48	.787	164
Transformational leadership influences the organisation's profit	2.75	.547	164
Transformational leadership style improve the organisation's market share	2.63	.814	164
Transformational leadership reduces an organisation's costs	2.45	.874	164
Transformational leadership increases organisation's sales revenue	2.53	.839	164
Transformational leadership style increases customers' satisfaction	2.46	.695	164
<b>All Items</b>	<b>3.48</b>	<b>.787</b>	<b>164</b>

The overall mean score value ( $M = 3.48$ ) shows that transformational leadership had a significant impact on the performance of INEC. Nevertheless, there was no influence of transformational leadership style on the items. The results from the Table showed that there was no significant relationship between transformational leadership and an organisation's competitive advantage ( $M = 2.48$ ). It was also found that there was no significant difference between transformational leadership style and the organisation's profit ( $M = 2.75$ ). There was also a significant disagreement that transformational leadership style improves an organisation's market share ( $M = 2.63$ ). Furthermore, there was a significant disagreement that transformational leadership style reduces an organisation's costs ( $M = 2.45$ ). In addition, there was a significant disagreement that transformational leadership style increases an organisation's sales revenue ( $M = 2.53$ ). Also, the results showed that there was no agreement that transformational leadership style increases customers' satisfaction.

#### 4.8 Influence of Transformational Leadership on Employee Attitude, Empowerment and Work Facilitation

The Table 4.7 below shows how transformational leadership style influences employee attitude, empowerment, and work facilitation in the INEC. The first six items measured employee attitude, while the remaining 5 items measured empowerment and work facilitation.

**Table 4.7 Influence of Transformational Leadership on Employee Attitude and Empowerment and Work Facilitation**

Items	Mean	Standard Deviation	N
1. Sufficient effort is made to elicit the opinion of people who work in the organisation	2.86	.765	160
2. I am given a real opportunity to improve my skills in this organisation	3.22	.430	160
3. I feel encouraged to provide new and better ways of doing things	3.26	.712	160
4. I like my kind of job	3.82	.512	160
5. My work gives me a feeling of personal accomplishment	3.21	.454	160
6. My job makes good use of my skills and abilities	3.31	.861	160
7. Employee satisfaction with involvement in the decision affects his or her work	3.58	.739	160
8. Employees are satisfied with the opportunity of acquiring a better job at this organisation	3.53	.700	160
9. Employees are satisfied with the information they receive from management regarding working knowledge within the organisation	3.26	.731	160
10. Employees satisfied with the training they received for their present job	3.37	.589	160
11. Employees are satisfied with the physical working conditions	3.19	.865	160
<b>All Items</b>	<b>3.12</b>	<b>.891</b>	<b>164</b>

The 11 items which measured the influence of transformational leadership on employee attitude and empowerment and work facilitation provided the overall mean score value of 3.12.

However, there was a significant disagreement that transformational leadership style influences employee attitude by making sure that effort is made to integrate their opinions into the

organisation (M = 2.86). Also, the results showed that there was a significant agreement that transformational leadership style influences employee attitude where he or she is given the opportunity to improve his or her skills in the organisation (M = 3.22). Furthermore, the findings showed that there was a significant agreement that transformational leadership influences employee attitude by encouraging the initiating of new and better ways of working (M = 3.26). Also, it was found that there was a significant relationship or agreement that the transformational leadership style affects employee attitude by enabling the employee to like his or her job (M = 3.82). In addition, it was found that there was a significant agreement that the transformational leadership style influences employee attitude through the employee's feeling of personal accomplishment (M = 3.21). The results also showed that there was a significant agreement that the transformational leadership style impacts on employee attitude by ensuring that the employee's job allows him or her to make good use of personal skills and abilities (M = 3.21).

The results from the table showed that there was a significant agreement that transformational leadership style influences employee empowerment in the organisation. The mean scores for the five items measuring employee empowerment are all greater than 3. It was found that there was a significant agreement that the transformational leadership style contributes to employee empowerment by allowing such to be involved in the decision-making process within the organisation (M = 3.58). The results also showed that there was agreement that transformational leadership style affects employee empowerment in providing the employee with the opportunity of acquiring a better job within the organisation (M = 3.53) Also, there was a significant agreement that the transformation leadership style empowers employees by providing them with information they need from management regarding work practices within the organisation (M = 3.26). Furthermore, findings showed that there was an agreement that the transformational leadership style provides an opportunity for the employee to be trained on his or her present job (M = 3.37). Last, findings revealed that there was an agreement that transformational leadership style ensures that the employee is satisfied with the physical working conditions (M= 3.19).

#### **4.9 Transformational Leadership Style and Employee Behaviour**

This section of the study measured the relationship that exists between transformational leadership style and employee behaviour. There were 18 items in this section which measured how transformational leadership style influences employee behaviour within the organisation. The findings are shown in the Table 4.8.

**Table 4.8 Relationship Between Transformational Leadership Style and Employee Behaviour**

<b>Items</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>N</b>
1. I participate in solving problems within the organisation	3.03	.319	157
2. I become involved in work committees within the organisation	2.03	.920	157
3. Manager proposes changes that will have an impact outside his or her work group	2.34	.551	157
4. Manager expresses his or her ideas in discussion groups within the organisation	2.38	.524	157
5. Manager makes suggestions to improve the organisation's functioning	3.15	.946	157
6. I help co-workers do their work	3.40	.587	157
7. I provide constructive feedback that helps coworkers	3.07	.360	157
8 I Keep co-workers informed of the progress of his or her work in group projects	3.08	.501	157
9. I question inefficient ways of working in my work group	2.80	.604	157
10. I introduce new ways of working in my work group	2.80	.593	157
11. I suggest improvements to increase my work group's efficiency	2.91	.511	157
12. Employee does everything in his or her power to satisfy the customer, even when there are problems	3.10	.516	157
13. I make suggestions to improve the products and/or services offered to customers	3.27	.637	157
14. I project a positive image of the organisation to customers	3.31	.502	157
15. Supervisor helps me by doing things that are not really part of his or her regular duties	2.95	.491	157
16. Supervisor keeps me informed of important events which concern me	3.58	.568	157
17. Supervisor suggests ways to me of improving the work group's performance	3.52	.626	157
18. Supervisor advises me on ways of improving your management practices	3.24	.441	157
<b>All Items</b>	<b>3.07</b>	<b>.763</b>	<b>164</b>

The finding ( $M = 3.07$ ) from the study shows that the transformational leadership style influenced employee behaviour at the INEC. When it comes to the individual items, it was found that there was an agreement that the transformational leadership style allows the employee to participate in

solving problems within the organisation (M = 3.03). Findings showed that there was a disagreement that the transformational leadership style involved the employee in work committees in the organisation (M = 2.03). The results further showed that there was a disagreement that the transformational leadership style enabled the manager to propose changes that will have an impact outside his or her work group (M = 2.34). It was found that there was no agreement that the transformational leadership style allows the manager to express his or her ideas in discussion groups within the organisation (M = 2.38). Also, findings revealed that there was a significant agreement that the transformational leadership style provides the manager with the opportunity to make suggestions to improve the organisation's functioning (M = 3.15). Furthermore, results showed that there was a significant agreement that the transformational leadership style allows the manager to provide help for co-workers to do their work (M = 3.40).

Besides, it was found that there was a significant agreement that the transformational leadership style enables the manager/employee to provide constructive feedback that helps coworkers (M = 3.07). Findings also showed that there was an agreement that the transformational leadership style allows the employee to keep co-workers informed of the progress of his or her work in group projects (M = 3.08). Results revealed that there was a disagreement that the transformational leadership style allows the employee to question inefficient ways of working in his or her work group (M = 2.80). Again, findings revealed that there was a disagreement that transformational leadership enables the employee to introduce new ways of working in his or her work group (M = 2.80). In addition, there was no agreement that the transformational leadership style allows the employees to suggest improvements to increase his or her work group's efficiency (M = 2.91). Findings also showed that there was a significant agreement that the transformational leadership style enables the employee to do everything in his or her power to satisfy the customer, even when there are problems (M = 3.10). Results revealed that there was a significant agreement that the transformational leadership style provides the employee with the opportunity of making suggestions to improve the products and/or services offered to customers (M = 3.27). It was also found that there was a significant agreement that the transformational leadership style allows the employee to project a positive image of the organisation to customers (M = 3.31). However, the results revealed that there was no significant agreement that a transformational leadership style allows the supervisor help the employee by doing things that are not really part of his or her regular duties (M = 2.95). There was also a significant agreement that a transformational leadership style allows

the supervisor to keep the employee informed of important events which concern him/her within the organisation (M = 3.58). Findings revealed that there was a significant agreement that the transformational leadership style supervisor enables the employee to suggest ways of improving the work group's performance (M = 3.52). Finally, the results showed that there was an agreement that the transformational leader allows the supervisor to advise the employee on ways to improve his or her management practices (M = 3.24).

#### 4.10 Effectiveness of Transformational Leadership Style on the INEC

This section of the study investigates how effective the transformational leadership style is within the INEC. There were 18 items which measured the effectiveness of transformational leadership style. Table 4.9 contains the findings.

**Table 4.9 Effectiveness of Transformational Leadership Style in the INEC**

Items	Mean	Standard Deviation	N
1. Go out of their way to make others feel glad to be around them	3.08	.900	158
2. Help others with their self-development	2.85	.551	158
3. Help others to understand their visions through the use of tools, such as images, stories, and models	3.06	.901	158
4. Ensure that others gain recognition and/or rewards when they achieve difficult or complex goals	2.90	.410	158
5. Let others work in the manner that they want	2.69	.866	158
6. Get things done	3.04	.557	158
7. Have an ever-expanding network of people who trust and rely upon them	2.96	.601	158
8. Provide challenges for team members to help them grow	3.02	.558	158
9. Use simple words, images, and symbols to convey to others what we should or could be doing	3.04	.676	158
10. Manage others by setting standards that we agree on	3.10	.555	158
11. Rarely give direction or guidance to others if they sense they can achieve their goal	2.94	.660	158
12. Consistently provide coaching and feedback so that their team members know how they are doing	3.24	.591	158
13. Listen to our ideas and concerns not out of fear, but because of our skills, knowledge, and personality	3.56	.591	158
14. Provide an empathic shoulder when others need help	3.12	.522	158
15. Help others with new ways of looking at new and complex ideas or concepts	3.02	.592	158
16. Ensure poor performance is corrected	3.33	.485	158



17. Are satisfied as long as things are going smoothly	3.22	.487	158
18. Monitor all projects that we are in charge of to ensure the team meets it goal.	3.35	.564	158
<b>All Items</b>	<b>3.31</b>	<b>.655</b>	<b>164</b>

The total mean score value of 3.31 suggests that the transformational leadership style being practised in the INEC was very effective when compared with the maximum attainable point on the scale of 1-5. The findings revealed that there was an agreement that transformational leaders go out of their way to make others feel good to be around them ( $M = 3.08$ ). The results also showed that there was a disagreement that transformational leaders help others with their self-development ( $M = 2.85$ ). Also, findings showed that there was an agreement that transformational leaders help others to understand their visions through the use of tools, such as images, stories, and models ( $M = 3.06$ ). Furthermore, the results showed that there was a significant disagreement that transformational leaders ensure that others get recognition and/or rewards when they achieve difficult or complex goals ( $M = 2.90$ ). There was also a disagreement that transformational leaders let others work in the manner that they want ( $M = 2.69$ ). Findings further revealed that there was a significant agreement that the transformational leaders help people to get things done ( $M = 3.04$ ). Results also revealed that there was a disagreement that transformational leaders have an ever-expanding network of people who trust and rely upon them ( $M = 2.96$ ). However, findings showed that there was an agreement that transformational leaders provide challenges for team members to help them grow ( $M = 3.02$ ). In addition, the results showed that there was a significant agreement that transformational leaders use simple words, images, and symbols to convey to others what they should or could be doing ( $M = 3.04$ ). The results also revealed that there was a significant agreement that transformational leaders manage others by setting standards that they agree on ( $M = 3.10$ ). Not only this but also, findings showed that there was a disagreement that transformational leaders rarely give direction or guidance to others if they sense they can achieve their goal ( $M = 2.94$ ). It was found that there was a significant agreement that transformational leaders consistently provide coaching and feedback so that team members know how they are doing ( $M = 3.24$ ). The result further revealed that there was a significant agreement that transformational leaders listen to subordinates' ideas and concerns not out of fear, but because of their skills, knowledge, and personality ( $M = 3.56$ ). The findings again showed that there was an agreement that transformational leaders provide an empathic shoulder when others need help ( $M = 3.12$ ). There

was also an agreement that transformational leaders help others with new ways of looking at new and complex ideas or concepts (M = 3.02). It was also found that there was an agreement that transformational leaders ensure poor performance is corrected (M = 3.33). The results also indicated that there was an agreement that transformational leaders are satisfied as long as things are going smoothly (M = 3.22). The findings also showed that there was an agreement that transformational leaders monitor all projects that the subordinates are in charge of to ensure the team meet its goals (M = 3.35).

#### 4.11 Correlations

The study employed Spearman’s correlations to determine the relationship between the variables. The results are shown as follows.

##### 4.11.1 Employee performance and transformational leadership style

The relationship between employee performance and transformational leadership style are shown in Table 4.10

**Table 4.10 Employee performance and transformational leadership style**

<b>Dimension</b>	<b>r/p</b>	<b>Transformational Leadership</b>
Employee performance	R	0. .067
	<b>P</b>	<b>0.404*</b>

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Spearman’s correlation coefficient, r, was .067. This is statistically significant ( $p < 0.0005$ ). The variables used for the correlation were taken from Section B and Section C of the research questionnaire. Table 4.13 depicts that the correlation between the two variables was 0.067 which indicates that transformational leadership and employee performance were positively correlated. There is a moderate positive relationship between the two variables.

##### 4.11.2 Transformational leadership and employee attitude

The relationship between transformational leadership and employee attitude is shown in Table 4.11.

**Table 4.11 Transformational Leadership and Employee Attitude**

<b>Dimension</b>	<b>r/p</b>	<b>Transformational Leadership</b>
Employee attitude	R	0.756
	<b>P</b>	<b>0.000*</b>

Pearson' correlation coefficient, r, was .756, which was statistically significant ( $p < 0.0005$ ). Therefore, it can be concluded transformational leadership style positively influenced employee attitude in the INEC.

#### **4.11.3 Transformational leadership and employee behaviour**

The relationship between transformational leadership style and employee behaviour in the INEC is shown in Table 4.12.

**Table 4.12 Transformational Leadership and Employee Behaviour**

<b>Dimension</b>	<b>r/p</b>	<b>Transformational Leadership</b>
Employee behaviour	R	0.351
	<b>P</b>	<b>0.000*</b>

The results of the study suggest that there was a statistically positive association between transformational leadership style and employee behaviour in the INEC.

#### 4.11.4 Transformation leadership and performance at INEC

The relationship between transformation leadership and performance in INEC is shown in Table 4.13.

**Table 4.13 Transformational leadership and performance at INEC**

<b>Dimension</b>	<b>r/p</b>	<b>Transformational Leadership</b>
Organisational performance	R	0.513
	<b>P</b>	<b>0.000*</b>

There was a moderate positive interrelationship between the transformational leadership style and the performance of the INEC.

#### 4.12 Conclusion

The chapter presented the analysis of the data. The overall results of the study indicated transformational leadership had positive significant impact on the variable such as employee performance, employee attitude and behaviour at the INEC. The proceeding chapter discusses the results of the study.

## **CHAPTER FIVE: DISCUSSION OF THE FINDINGS**

### **5.1 Introduction**

The discussion of the findings will be in accordance with the objective of the study, which was to investigate the relationship between transformational leadership style and employee performance in the Independent National Electoral Commission; to examine the extent to which transformational leadership style affects performance in the Independent National Electoral Commission; to evaluate the effect of transformational leadership style on employee behaviour in the Independent National Electoral Commission; to examine the impact of transformational leadership style on employee empowerment in the Independent National Electoral Commission; and to determine how the transformational leadership style influences employee attitudes in the Independent National Electoral Commission.

### **5.2 Influence of Transformational Leadership Style on Individual Level in the Organisation**

The first objective of the study examined the influence of transformational leadership on individual levels within the organisation. The results of the study were presented in Chapter Four, above. The following findings were made.

It was found that there is no significant agreement that people do identify skills they need for future work tasks. ( $M = 2.07$ ). The findings disagreed with the previous research conducted by Rowe and Guerrero (2011). According to Rowe and Guerrero (2011), effective transformational leaders allow their followers or subordinates to identify the kind of skills that are required of them for accomplishing their various tasks or work. However, Rowe and Guerrero (2011) disagreed with the findings that transformational leaders allow their followers to identify their skills needed for the future tasks. Rowe and Guerrero, (2011) were of the view that the participative leadership is the most appropriate leadership type, which involves all members of a team in identifying goals and developing strategies to achieve those goals. The participative style is a leadership style in which subordinates or employees within an organisation are considered part of the decision-making team and they are given the freedom to identify and determine their own skills necessary to perform the given tasks.

Furthermore, the results of the study showed that there was no significant agreement that people are rewarded for learning ( $M = 1.95$ ). Thus, the transformational leaders do not reward their

subordinates for learning. However, the findings are contrary to the previous study conducted by Ahmad et al. (2014). Transformational leader often energises, motivates and inspires followers, coaching and training them, and stimulating them to gain experience (ibid). Gandolfi (2012), in his study, also emphasised that transformational leaders inspire their followers with rewards that will motivate them to learn new things in order to achieve the desired results.

In addition, the results revealed that there was no agreement that people given open and honest feedback on one another ( $M = 2.02$ ). According to Chung-Kai and Chia-Hung (2009), the transformational leadership style inspires trust in the followers, which enables them to be open and honest with one another. Transformational leaders affect their followers' commitment and honesty by their effective role modelling, encouraging belief in one another within the organisation. Transforming approach creates significant change in the life of people and organizations. Money (2017) concurs that transformational leadership redesigns perceptions and values, and changes expectations and aspirations of followers.

Moreover, it was found that there was no significant agreement that people listen to each other before talking ( $M = 2.11$ ). Shadraonis (2013) suggested that effective leadership first begins with listening to the views and opinions of others before communicating. A good leader is the one that listen to the opinions, feelings, suggestions, and views of others before making decisions. According to Shadraonis (2013), a transformational leader trains follower to first listen to each other's opinions or suggestions before making informed decisions.

The results revealed that there was no agreement that people spend time building trust in one another ( $M = 1.86$ ). This finding disagreed with the previous findings made by Grant (2012). According to Grant (2012), one of the key characteristics of transformational leadership style is building or inspiring trust among the subordinators. Inspiring trust is important to a leader-follower relationship. Grant (2012) argued that followers may be unwilling to recognise someone as their leader unless they trust him or her. Trust comes from delivering every day what you have promised as a leader. It also involves constant communication and collaboration. The author stressed that, for a leader to effectively inspire the trust of subordinates, he or she should display that he has the same interests as his followers. Also, the leader should possess characteristics which support the interests of the individuals in the organisation; in turn, this builds the trust of the subordinates.

Mintzberg (2010) postulated that leadership is the key to building trust that comes from the respect of others. According to Mintzberg (2010), leadership is not about influence but rather about winning the trust and respect of others.

### **5.3 Impact of Transformational Leadership Style at Team, Group and Departmental Level in the Organisation**

The results of the study revealed that there was no significant agreement that teams/groups have the freedom to adapt their goals as needed ( $M = 2.14$ ). Trmal et al. (2015) argued that transformational leaders inspire and energise their subordinates to accept challenges; and also, to act as model for them to achieve the desired goal effectively. Transformational leaders educate their followers about future affairs to alert them to the future goals and vision of the organisation, that they are committed to achieving (Ahmad et al., 2014). This type of leadership style serves as a vehicle of encouragement and a model for stimulation of subordinates to work hard in achieving their individual and organisational goals. The leader also expresses high confidence in the followers' ability to achieve expectations and realise the desired goals. However, Nwafor (2012) disagreed that transformational leaders give their followers the freedom to adapt or set their own goals. The laissez-faire leadership type is also known as the "hands-off" style (Nwafor, 2012). It is one in which the manager provides little or no direction, and gives employees as much freedom as possible. All authority or power is given to the employees who must determine goals, make decisions, and resolve problems unaided.

Also, it was found that there was no significant agreement that teams/groups treat members as equals, regardless of rank or culture ( $M = 2.23$ ). Bryman (2011) mentioned that effective leaders are those who ensure fair treatment of their followers, irrespective of their background. According to Bryman (2011), research has shown that good leaders inspire their subordinates to treat one another with respect and dignity. Bryman (2011) suggested that good leadership encourages diversity in the workplace, where teams or groups work together as one people. Transformational leaders take care of others and never discriminate on the basis of race, colour, sex, religion, age, or social class.

Furthermore, the results of the study showed that there was no significant agreement that teams/groups focus on the group's task ( $M = 2.57$ ). According to Ahmad, Abbas, Latif and Rasheed (2014), leadership is the art of influencing the followers through direction and also

support for achieving their desired objectives. Noor (2015) suggested that effective leadership style is one which seeks to provide direction, implement plans, and motivate followers to be focused on achieving the group or individual goals. According to Noor (2015), the essence of leadership is to obtain the commitment of the followers to the attainment of the group goals. Noor (2015) believed that the transformational leadership style is the best style which influences the subordinates, teams, or the groups to stay focused on attaining the desired goals.

However, transactional leadership style is the best style, one which enables the teams or group to be focused on meeting their goals (Urbach & Ahlemann, 2010). According to Urbach and Ahlemann (2010), studies have shown that effective leaders share and accommodate the interests of their followers by giving contingency incentives that energise them to be focused, working towards the accomplishment of the organisational goals. This style of leadership is of great importance to many organisations because followers tend to be satisfied with the contingency reward dimension being provided by the transactional leaders. The rewards or incentives that come with this leadership style motivate followers to concentrate on achieving the group goals.

It was found that there was no significant agreement on teams/groups revising their thinking as a result of information collected ( $M = 2.23$ ). For Cavazotte et al. (2013), a transformational leader inspires subordinates in new way. He encourages them to be creative, and he or she is a good decision-maker. These types of leaders pay more attention on reasoning behind every action. The leader always direct his followers to find the solution to problems in a logical manner rather than conventionally. This situation inspires subordinates to be creative, critical, and logical. The intellectual stimulation is an aspect of this style of leadership. It enhances the leader's and followers' ability to think in a unique way; and gives new ideas about problem solving, enhancing the dilemma-solving skills (Ahmad et al., 2014). Leaders reach goals by encouraging subordinates to propose new ideas and find better solutions. An intellectually stimulating leader provides subordinates with a flow of challenging new ideas that are supposed to stimulate rethinking of old methods (Pataaraechachai and Ussahawanitchakit, 2009). This style of leadership arouses an awareness of problems and challenges faced by subordinates, and provides knowledge of their own thoughts and imagination, as well as recognition of their beliefs and values.

Besides, there was no significant agreement that teams/groups are rewarded for their achievements ( $M = 1.83$ ). The transactional leadership style has been found to be the most effective leadership



style which aims at rewarding followers for their achievement. Riaz and Haider (2010) contended that the transactional leadership style is the opposite of the transformational leadership style. This leadership style focuses mainly on leader-follower exchanges. With this approach, the subordinates act based on the will and direction of the leaders, and leaders, in turn, reward their efforts positively. The bottom line is the “reward which can be negative like punitive action, if followers fail to comply with or it can be positive like praise and recognition, if subordinates comply with the intent and direction settled by a leader and achieve the given objectives” (Riaz & Haider, 2010, p.35). Transactional leaders ensure that followers receive the rewards promised to them for meeting the set goals.

According to Pieterse, Knippenberg, Schippers and Stam (2010), transactional leaders reward their followers for their achievements, as opposed to transformational leaders. Pieterse et al. (2010) commented that the transaction leader offers contingency rewards. With this, the leader seeks to obtain agreement from subordinates on what needs to be done, and what the rewards will be for people achieving the results. The leader pays critical attention to clarifying the role and task requirements, and providing the subordinates with the materials and rewards contingent on the fulfilment of the contractual obligations. The reward is contingent on the performance level achieved and the objectives attained. Urbach and Ahlemann (2010) reported that effective leaders share and accommodate the interests of their followers by giving contingency incentives that energise them to work towards the accomplishment of the organisational goals.

Jamaludin, Rahman, Makhbul and Idris (2011) opined that the transactional leadership plays a key role in the life of every organisation whether large or small. According to Jamaludin et al. (2011), this leadership style is important as it allows the followers to work hard in order for them to be rewarded according to their performance. This style of leadership is a leader-follower relationship in which the leader expects the followers to perform their responsibilities in return for rewards whether monetary or non-monetary.

#### **5.4 Transformational Leadership Style and Employee Performance**

Findings showed that there was no significant agreement that changed the way of working which has led to a competitive advantage ( $M = 2.48$ ). This finding is contrary to the previous findings by Khan and Anjum (2013). Gaining competitive advantage in an organisation is an important role of leadership, because such advantage is the backbone of any organisation. Leaders always

influence followers to gain the competitive advantage over another organisation. The success of an organisation in today's global, interconnected economy, springs from the fast and efficient exchange of information. Sustainable competitive advantage is no longer rooted in physical assets and capital, but in effective leadership.

Khan and Anjum (2013) in their study, found that there is a relationship between the three leadership styles (transactional, transformational, and charismatic leadership) and competitive advantage. However, the authors argued that transactional leadership has a very strong relationship with competitive advantage, unlike in other leadership styles. The results of the study conducted by Khan and Anjum (2013) showed that the value of Pearson's correlation between transactional leadership and competitive advantage was 72%. This shows that the relationship is strong between the two variables. Abasilim (2016), in a similar manner measured the relationship between both styles of leadership (transformational and transactional leadership) and organisational performance in Akwa Ibom Water Company Limited in Akwa Ibom state in Nigeria. The study established that there was a strong positive relationship between transformational leadership style and organisational performance while there was a weak positive relationship between transactional leadership style and organisational performance. Liao and Chuang (2015) also found employee job satisfaction to mediate the relationship between transformational leadership and service performance, which finally led to long-term service relationships with customers. Further study showed that transformational leadership behaviors are positively associated with employee performance (Al-Amin 2017). In a different study, it was argued that transformational leadership is generally considered as a desirable leadership style because it has positive effects on various performance outcomes of employees (Chen, Ning, Yang, Feng and Yang, 2018).

Devie, Samuel and Siagian (2015) also discovered that leadership is an important organisational activity which influences the organisation's ability to achieve competitive advantage. Achieving competitive advantage is the main goal for many organisations. Every organisation wants to lead other competitors in the market. Therefore, in order to achieve market-leader position, organisations must have leaders who are effective and efficient in managing employees to work harder than rivals in the market. Devie et al. (2015) commented that a successful company is the one that has competitive capability. The capability enables the company to win the competition, hence the leader becomes the determining factor in the process. The authors suggested that both

transformational and transactional leadership styles are able to direct and motivate the subordinates in achieving the organisation's vision on the creation of competitive advantage. These leadership styles can inspire subordinates in developing their best competencies to build an organisation's competitive advantage.

Furthermore, findings revealed that there was no significant agreement that transformational leadership influences the organisation's profits ( $M = 2.75$ ). This finding does not agree with the study conducted by Birjandi, Jahromi, Darabi and Birjandi (2014). Birjandi et al. (2014) found that effective leaders work with their subordinates or employees to increase the organisation's profit. By emphasising quality leadership, the leader can create better financial performance for firms competing in the emerging economies, such as China, India, and Brazil (Birjandi et al., 2014). McMahan (2010) found that the transformational leader has more potential to increase the profit margin of an organisation. McMahan (2010) suggested that the transformational leader has been characterised as one who articulates a positive vision of the future that can be shared with subordinates and among peers. The leader pays close attention to diversity, and intellectually stimulates subordinates to perform beyond what they imagine their capability. A positive vision of the leader can help the employee to work harder in meeting performance targets, which can translate into an increase in the organisation's profit.

The results showed that there was a disagreement that the transformational leadership style improves an organisation's market share ( $M = 2.63$ ). According to Devie et al. (2015), every organisation is interested in expanding its market share, especially in the competitive environment. There are a number of factors that contribute to the expansion of an organisation's market share, namely: quality service delivery, affordable price, good customer care, good team leaders, and customer satisfaction. Devie et al. (2015) remarked that effective leadership is necessary in helping the organisation to expand its market share. Abbas and Asgar (2010, p 9) argued that successful managers are also successful leaders, because they influence employees to help accomplish organisational goals. Abbas and Asgar (2010) postulated that transformational leadership is the most appropriate style of leadership which allows leaders to inspire followers to work hard in meeting the organisational objectives or goals. Therefore, once the followers are able to achieve the organisation's goals, there is the possibility that the organisation can expand its market share.

Furthermore, there was a significant disagreement that a transformational leadership style reduces an organisation's costs ( $M = 2.45$ ). This finding does not support the findings of the previous research (Christopher, 2011; Valipour & Birjandi, 2012). According to Christopher (2011), the most profitable competitor in any industry sector tends to be the lowest-cost producer or the supplier providing a product with the greatest perceived differentiated values. Successful leaders assist their organisations to produce the standard, high-volume product or service at the most competitive price to customers. Valipour & Birjandi (2012) argued that, when leaders or managers apply the business strategy of cost-leadership it may help the firm to gain "a low cost position" which offers a firm a defence against competitors.

In addition, there was a significant disagreement that the transformational leadership style increases an organisation's sales revenue ( $M = 2.53$ ). Rowe and Guerrero (2011), in their study, argue that the transformational leadership style indirectly affects an organisation's sales revenue because of the inspirational motivation provided by the leader. Transformational leaders invoke inspirational motivation by providing followers with challenges and meaning for engaging in shared vision undertakings (Gandolfi, 2012). Such leaders demonstrate high levels of hope, confidence and optimism in the followers which can result in an increase in the sale, volume, and revenue of the organisation.

A study by Birasnav et al. (2011) also suggested that transformational leadership has the potential to influence an organisation's sales revenue. Transformational leaders often use their beliefs and vision of the organisation to inspire or motivate the followers to be more productive and to work towards the attainment of the organisational goals. Birasnav et al. (2011) concurred that the main drive behind transformational leadership is to find a way of bringing all followers on board to work towards the desired goals. The authors added that, when all leaders and followers agree with the corporate vision, it can make it easier for the achievement of the corporate goals.

On the contrary, Paracha et al. (2010) noted that the transactional leadership style has been the most important style to influence organisations' performance and sales, in contrast to the transformational leadership style. This leadership style is important, as it allows followers to work hard in order for them to be rewarded according to their performance. This style of leadership is a leader-follower relationship in which the leader expects the followers to perform their responsibilities in return for rewards, whether monetary or non-monetary. Rewarding for achieving

certain targets can help the organisation to increase its sales revenue. For example, the leader may decide to reward sales representatives for selling extra products or goods over and above the organisation's target. Such rewards will motivate employees to sell more of the organisation's products. This has the potential to increase sales revenue.

Also, the results showed that there was no agreement that the transformational leadership style increases customer satisfaction ( $M = 2.46$ ). Research on transformational leadership showed that high productivity, a decrease in the rate of job leaving, and a high level of customer satisfaction are all owing to this leadership style (Javed, Jaffari & Rahim, 2014). Liao and Chuang (2015) also found employee job satisfaction to mediate the relationship between transformational leadership and service performance, which finally led to long-term service relationships with customers. Jayakody and Sanjeevani (2014) attested that transformational leadership is related to customer commitment and satisfaction via customer trust.

### **5.5 Transformational Leadership and Employee Attitude and Empowerment**

Studies (Asrar-ul-Haq & Kuchinke, 2016; Boonyarit, Chomphupart & Arin, 2010; Choi, Goh, Adam & Tan, 2016; Ismail & Yusuf, 2009; Saeed, Khan, Ullah, Ibrahim, Irshad, Bashir & Ali, 2015) have also examined the impact of transformational leadership on employee attitude. The results of these studies showed that there is a strong positive relationship between transformational leadership and employee attitude and empowerment.

Findings from the study showed that there was a significant disagreement that the transformational leadership style influences employee attitude by gaining their opinions in the organisation ( $M = 2.86$ ). This finding disagreed with the previous finding made by researchers (Asrar-ul-Haq & Kuchinke, 2016; Boonyarit et al., 2010; Choi et al., 2016; Ismail & Yusuf, 2009; Saeed et al., 2015). The transformational leader is a change agent because he or she encourages creativity, actively soliciting new ideas and new ways of working. Asrar-ul-Haq & Kuchinke (2016) found that transformational leaders make decisions by taking into consideration the opinions or views of the followers.

However, other researchers argued that the democratic leadership style seeks the opinions of the followers rather than does the transformational leadership style (Nadeem et al., 2012; Nwafor, 2012). Nadeem et al. (2012) also claimed that, although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process.

The researchers argued that this type of leader does not only increase performance by involving employees or team members in what is going on, they also help to develop people's skills.

The study showed that there was a significant agreement that the transformational leadership style influences employee attitudes, where he or she is given the opportunity of improving his or her skills within the organisation ( $M = 3.22$ ). According to Ahmad et al. (2014), this quality of a transformational leader often energises, motivates and inspires them for coaching and training of followers, and stimulates them to gain experiences. With this leadership quality, leaders pay critical attention at the individual level rather than at the group level. The researchers added that such leaders act as coaches for whole team. They train followers to achieve desired goals and objectives of the company which enables the subordinates to gain recognition and rewards in the form of money and other incentives.

Furthermore, findings revealed that there was a significant agreement that transformational leadership influences employee attitude by encouraging such to introduce new and better ways of working ( $M = 3.26$ ). For Cavazotte et al. (2013), the transformational leader inspires subordinates in new way. He or she inspires creativity, and is a good decision-maker. These type of leaders pay more attention to reasoning behind every action. The leader always directs his followers to find the solution to problems in a logical manner rather than traditionally.

Also, it was found that there was a significant agreement that transformational leadership style affect employee attitude by enabling the employee to like his or her job ( $M = 3.82$ ). Leadership plays a critical role in ensuring employees' commitment. Studies showed that followers who are happy with their supervisors/leaders, believe that they are being treated with respect, and are valued by their management, feel more attached to their organisations. Consideration and support by leaders for their subordinates leads to higher levels of employee satisfaction than for leaders who are either indifferent towards or unconcerned about their subordinates. Although there are numerous leadership styles which could have an impact on employees job satisfaction and organisational commitment, transformational leadership has been identified as the most suitable (Bushra, Ahmad & Naveed, 2011; Hanaysha, Khalid, Mat, Sarassina, Rahman, & Zakaria, 2012). The authors concluded that transformational leadership positively affects the employees' job satisfaction.

In addition, it was found that there was a significant agreement that transformational leadership style influences employee attitude through the employee's feeling of personal accomplishment ( $M = 3.21$ ). Birasnav et al. (2011) concurred that the main drive behind transformational leaders is finding a way of bringing the full complement of followers on board to work towards the desired goals. Ahmad et al. (2014) also found that the transformational leadership style motivates employees to work hard in achieving their individual and organisational goals. They added that this style of leadership inspires and motivates subordinates to attain ambitious and challenging goals, or even those apparently unattainable. Metwally et al. (2014) agreed with the above authors that transformational leaders encourage followers to go beyond self-interest for the good of the team or the organisation.

The results also showed that there was a significant agreement that transformational leadership style impacts on employee attitude by ensuring that the employee's job allows him or her to make good use of his or her skills and abilities ( $M = 3.21$ ). This finding contradicted the results of previous studies (Ahmad et al., 2014; Chemobo et al., 2014; Shafie, Baghersalimi & Barghi, 2013). These studies supported that transformational leaders provide little or no opportunity for their followers to use their own skills and abilities. Studies (Ali, 2012; Iravani, Mosavi, Movahedi, Iravani & Iravani, 2012; Nwafor, 2012) found that the best leadership style that allows employees to make use of their skills and abilities is the laissez-faire style. The laissez-faire leadership type is also known as the "hands-off" style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees who must determine goals, make decisions, and resolve problems without help. According to Nwafor (2012), this type of leader is effective when employees are highly skilled, experienced, and educated, or when employees have pride in their work and the drive to do it successfully on their own.

It was found that there was a significant agreement that the transformational leadership style contributes to employee empowerment by allowing them to be involved in decision-making processes of the organisation ( $M = 3.58$ ). Empowering subordinates is a characteristic that is found via a leaders' ability to share responsibility and power with the followers. Numerous research has shown that there is a relationship between transformational leadership and employee empowerment. A leader can empower his followers by delegation of authority, giving his followers

the power to make decisions in his absence; and considering the followers' contribution about major organisational changes (Choi et al., 2016; Gill, A., Flaschner, Shah & Bhutani, 2010; Kaur, 2013). Transformational leaders take decisions by listening to the opinions of their followers. They give ample room for their followers to contribute to the decision-making process. Cavazotte et al. (2013) also argued that individual consideration refers to the socio-emotional support that a leader gives to his subordinates, in response to their specific needs, which promotes their development and empowerment. Under this dimension, the leaders entrust discretionary powers to their subordinates to enable them to make decisions and fulfil their work needs, acting according to direction. Individual consideration which is an aspect of the transformational leadership style has an influence on employees' involvement in decision making.

However, other researchers suggested that the laissez-faire leadership style is the best in terms of employee involvement in decision making. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees; they must determine goals, make decisions, and resolve problems independently. According to Nwafor (2012), this type of leader is more effective when employees are highly skilled, experienced, and educated, or when employees pride themselves in their work and have the drive to be successful. The transformational leaders also encourage the expression of different views and ideas; they act as catalysts, speeding up knowledge acquisition and distribution. In allowing the expression of different views and ideas, challenging old assumptions and beliefs, as well as stimulating new perspectives, transformational leaders enhance the process of self-actualization.

The results also showed that there was an agreement that the transformational leadership style affects employee empowerment in providing the employee with an opportunity to acquire a better job in the organisation ( $M = 3.53$ ). Birasnav et al. (2011) suggested that the idea of transformational leadership is to reach out to each employee, bringing out the best in them. They argued that an inspirational leader spends quality time with each follower discussing ways of making the employee's job easier. Also, the leader helps to create and develop plans for developing the subordinates' career. The authors added that the leader pays attention to the followers, which helps to create a strong bond between him and his followers that will reduce employee turnover.



There was a significant agreement that the transformation leadership style empowers employees by providing them with information they need from management regarding what is happening in the organisation ( $M = 3.26$ ). It has been found that individual consideration, an aspect of transformational leadership, helps to provide employees with the information they require to perform their tasks. Ahmad et al. (2014) proposed that transformational leaders act as a coach for whole team, training followers to achieve desired goals and objectives of the company. This enables subordinates to gain recognition and rewards in the form of money and other incentives. This leadership quality encourages face-to-face communication between leader and subordinates which inspires subordinates to work hard. This dimension of leadership also promotes the ability of the leader to pay more attention to the subordinates, transmitting project work to them, and believing that they can gain more experience by taking this action. Gill et al., (2010) also evinced that the transformational leadership style encourages interaction between the leader and followers. The authors suggested that an interactive leader provides better direction than a non-interactive one. This type of leader maintains open participation with the followers, therefore there is a need for two-way communication with scope for feedback.

Furthermore, findings showed that there was an agreement that the transformational leadership style provides an opportunity for the employee to be trained on his or her present job ( $M = 3.37$ ). Studies found that transformational leaders support individuals by enabling them to achieve knowledge and skills through special training. According to Gill et al. (2010), the individualised consideration, which is an aspect of transformational leadership, influences employee training on the job. The transformational leaders empower their followers by allowing them to be trained on their present job. Individualised consideration is viewed as given by a leader who cares about their followers' concerns and developmental needs. This idea encourages leaders to develop followers' potential through proper coaching and mentoring. Walumbwa and Hartnell (2011) reported that individualised consideration was a required and fundamental quality of effective transformational leadership, as the transformational leader has a developmental orientation towards followers. Transformational leaders empower their employees, pay attention to their needs and development, helping them to grow their own leadership potential. Moreover, transformational leaders aim at developing people, who in turn, develop their organisations by achieving the goals determined as important.

Last, findings revealed that there was an agreement that the transformational leadership style ensures that the employee is satisfied with the physical working conditions ( $M = 3.19$ ). Research results suggest that in organisations which are flexible and adopt the participative management type, having emphasis on communication and employee reward, these employees are more likely to be satisfied, resulting in the organisation's success (Belias & Koustelios, 2014). Transformational leaders tend to have dedicated and satisfied followers. Furthermore, they empower their employees, pay attention to their needs and development, helping them grow their own leadership potential.

### **5.6 Transformational Leadership Style and Employee Behaviour**

There was agreement that the transformational leadership style allows the employee to participate in solving problems within the organisation ( $M = 3.03$ ). Cavazotte et al. (2013) stated that the transformational leader inspires subordinates in a new way, facilitating their creativity, and being a good decision maker. This type of leader pays more attention to reasons behind every action. The leader always directs his followers to find solutions to problems in a logical manner rather than haphazardly. This stance encourages subordinates to be creative, critical, and logical. However, the democratic leadership style has been found to be the most effective leadership style that encourages employees to be part of problem solving. Nadeem et al. (2012) claimed that, although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process.

Findings showed that there was a disagreement that the transformational leadership style involved the employee in work committees within the organisation ( $M = 2.03$ ). Birasnav et al. (2011) concurred that the main drive behind transformational leaders is to find a way of bringing all followers on board to work towards the desired goals. The authors added that, when leaders and followers are all agreed on the corporate vision, this makes it easier for the achievement of the corporate goals.

The results further showed that there was a disagreement on transformational leadership style enabling the manager to propose changes that will have an impact on his or her work group ( $M = 2.34$ ). The transformational leadership style is the type of leadership in which the leader seeks to change the status quo. This style of leadership uses organisational mechanisms such as compensation, communication, organisational policies and procedures and methods, to create a

dynamic, empowering culture with active, strong, and innovative traits (Ahmad et al., 2014). Transformational leaders change and transform people within a group or team.

It was found that there was no agreement that the transformational leadership style allows the manager to express his or her ideas in discussion groups within the organisation (M = 2.38). One of the most relevant characteristics of transformational leaders is giving the followers the opportunity to express their view and feelings. Birasnav et al. (2011) postulated that transformational leaders do not only take decisions independently; rather, they also allow the subjects or subordinates to contribute to the decision-making process. Also, findings revealed that there was a significant agreement that the transformational leadership style provides the manager with the opportunity of making suggestions to improve the organisation's functioning (M = 3.15).

Furthermore, results showed that there was a significant agreement that the transformational leadership style allows the manager provide help to co-workers to do their work (M = 3.40). Breaux (2010) postulated that the considerate leader listens effectively and delegates tasks as a means of developing followers as individuals. The leader also allows the subordinates to assist their co-workers in performing their responsibilities.

However, it was found that there was a significant agreement that the transformational leadership style enables the manager/employee to provide constructive feedback that helps the coworker (M = 3.07). According to Mujkić, Šehić, Rahimić and Jusić (2014), one feature of transformational leaders is giving constructive feedback to their followers, as well as inducing additional effort, with the aim of reaching organisational goals.

Results revealed that there was a disagreement that the transformational leadership style allows the employee to question inefficient ways of doing things in his or her work group (M= 2.80). Transformational leadership has been argued to centre on the processes of transformation and change. This leadership style allows the followers and the leaders to question the status quo. Salman, Riaz, Saifullah and Rashid (2011) suggested that transformational leaders allow the expression of different views and ideas, challenging old assumptions and beliefs, and stimulating new perspectives, enhancing the employees' interpretation and understanding of the expected performance standard.

Results revealed that there was a significant agreement that the transformational leadership style provides the employee with the opportunity of making suggestions to improve the products and/or services offered to customers ( $M = 3.27$ ). Transformational leaders have been proposed to stimulate follower innovation through expressing an inspired vision and allowing individuals to contribute to the progress and improvement of the organisation's products (Salman et al., 2011).

## **5.7 Conclusion**

The overall findings of the results showed that transformational leadership had a significant effect on the variable such as performance, behaviour, attitude and empowerment of employee in the INEC.

## **CHAPTER SIX: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **6.1 Introduction**

This chapter summarises the findings and draws conclusions based on the findings. Also, it provides recommendations in relation to the various findings, in accordance with the objectives. The chapter also offers some recommendations for future research.

### **6.2 Addressing the Research Objectives**

The study addressed the following objectives: to examine how transformational leadership affects individuals within the organisation; to investigate the relationship between transformational leadership style and employee performance in the Independent National Electoral Commission; to examine the extent to which the transformational leadership style affects performance in the Independent National Electoral Commission; to evaluate the effect of transformational leadership style on employee behaviour in the Independent National Electoral Commission; to examine the impact of transformational leadership style on employee empowerment in the Independent National Electoral Commission; to determine how the transformational leadership style influences employee attitude in the Independent National Electoral Commission.

### **6.3 Objective One: Impact of transformational leadership on individual employees in the organisation**

The first objective examined the extent to which the transformational leadership style affects individual employees in the organisation. From the findings, it can be concluded that the transformational leadership style does not allow people or subordinates do identify the skills they need for future work. Rowe and Guerrero (2011) suggested that effective transformational leaders allow their followers or subordinates to identify the kinds of skills that are required of them to accomplish their various tasks or work. However, Rowe and Guerrero (2011) disagreed with the findings that transformational leaders allow their followers to identify their skills needed for the future tasks.

The results revealed that there was no agreement that people are given open and honest feedback on one another. According to Chung-Kai and Chia-Hung (2009), transformational leadership style inspires trust in the followers, which enables them to be open and honest with one another.

Transformational leaders affect their followers' commitment and honesty by effective role modelling and making them believe in one another within the organisation.

Moreover, it was found that there was no significant agreement that people listen to one another before talking. According to Shadraconis (2013) effective leaders train their followers to first listen to the views and opinions of others before communicating. A good leader is one who listen to the opinions, feelings, suggestions, and views of others, before making decisions.

The results revealed that there was no agreement that people spend time building trust with one another. According to Grant (2012), one of the key characteristics of the transformational leadership style is building or inspiring trust among subordinates. Inspiring trust is important to building a leader-follower relationship. Grant (2012) argued that followers may be unwilling to recognise someone as their leader unless they trust him or her. Trust comes from delivering every day what was promised by the leader; it also involves constant communication and collaboration.

#### **6.4 Objective Two: Impact of transformational leadership style at team, group, and departmental level within the organisation**

The study also investigated the extent to which the transformational leadership style influences or affects teams or groups within the organisation. The findings were presented in Chapter Four above. Below is the summary of these findings.

The results of the study revealed that there was no significant agreement that teams/groups have the freedom to adapt their goals as needed. Trmal et al. (2015) argued that transformational leaders inspire and energise their subordinates to accept challenges; and also act as models for them to achieve the desired goals effectively. According to Ahmad et al. (2014), transformational leaders educate their followers about future affairs, making them aware of the future goals and vision of organisation, that they are committed to achieving. Nwafor (2012) stated that the laissez-faire style is the best leadership style in which the leader does not interfere in the affairs of the followers. The laissez-faire leader allows complete freedom to all workers and has no particular way of attaining goals. The laissez-faire leadership type is also known as the "hands-off" style.

Also, it was found that there was no significant agreement that teams/groups treat members as equals, regardless of rank or culture. Bryman (2011) stressed that effective leaders are those who ensure fair treatment of their followers, irrespective of their background. According to Bryman

(2011), research has shown that good leaders inspire their subordinates to treat one another with respect and dignity. Bryman (2011) suggested that good leadership encourages diversity in the workplace – teams or groups work together as one people. Transformational leaders take care of others, and never discriminate on the basis of race, colour, sex, religion, age, or social class.

Furthermore, the results of the study showed that there was no significant agreement that teams/groups focus on the group's task. According to Ahmad, Abbas, Latif and Rasheed (2014), leadership is the art of influencing followers through direction, also showing support for achieving their desired objectives. Noor (2015) opined that an effective leadership style is one which seeks to provide direction, to implement plans, and to motivate followers to be focused on achieving the group or individual goals. According to Noor (2015), the essence of leadership is gain the commitment of the followers towards the attainment of the group goals.

It was found that there was no significant agreement that teams/groups revise their thinking as a result of information collected. Cavazotte et al. (2013) articulated that the transformational leader inspires subordinates in a new way, encouraging creativity, and being a good decision maker. This type of leader pays more attention to reasons behind every action. This leader always directs followers to find the solution to problems in a logical, rather than haphazard manner. This situation encourages subordinates to be creative, critical and logical.

There was no significant agreement that teams/groups are rewarded for their achievements. The transactional leadership style has been found to be the most effective leadership style which aims at rewarding followers for their achievement. Riaz and Haider (2010) contended that the transactional leadership style is in contrast to the transformational leadership style. This leadership style focuses mainly on leader-follower exchanges.

### **6.5 Objective Three: Impact of transformational leadership style on employee performance**

The third objective of this study investigated the impact of transformational leadership on employee performance. The following is the summary of the findings that were presented in Chapter Four, above.

Findings showed that there was no significant agreement that change in working practices has led to a competitive advantage. Khan and Anjum (2013) suggested that gaining competitive advantage

is an important role of leadership because it is the backbone of any organisation. Leadership always seeks to gain competitive advantage of a rival organisation. The success of an organisation in today's global, interconnected economy springs from the fast and efficient exchange of information. Sustainable competitive advantage is no longer rooted in physical assets and capital, but in effective leadership.

Furthermore, findings revealed that there was no significant agreement that transformational leadership influences the organisation's profit. This finding does not agree with the study conducted by Birjandi, Jahromi, Darabi and Birjandi (2014). Birjandi et al. (2014) found that effective leaders work with their subordinates or employees to increase the organisation's profit. By emphasising quality leadership, the leader can create higher financial performance for firms competing in the emerging economies, such as China, India, and Brazil (Birjandi et al., 2014). McMahan (2010) found that the transformational leader has more potential to increase the profit margin of an organisation.

The results showed that there was a disagreement that the transformational leadership style improves an organisation's market share. According to Devie et al. (2015), every organisation is interested in expanding its market share, especially in the competitive environment. There are a number of factors that contribute to the expansion of an organisation's market share, namely: quality service delivery, affordable price, good customer care, good team leaders and customer satisfaction. Devie et al. (2015) insisted that effective leadership is necessary in helping the organisation to expand its market share.

Furthermore, there was significant disagreement that the transformational leadership style reduces an organisation's costs. This finding does not support the findings of previous research (Christopher, 2011; Valipour & Birjandi, 2012). According to Christopher (2011), the most profitable competitor in any industry sector tends to be the lowest-cost producer or the supplier providing a product with the greatest perceived differentiated values. Successful leaders assist their organisations to produce the standard, high-volume product or service at the most competitive price to customers.

Also, it was found that there was a significant disagreement that a transformational leadership style increases an organisation's sales revenue. Rowe and Guerrero (2011), in their study posited that the transformational leadership style indirectly affects an organisation's sales revenue because of



the inspirational motivation provided by the leader. Transformational leaders invoke inspirational motivation by providing followers with challenges and meaning for engaging in shared vision undertakings (Gandolfi, 2012). Such leaders demonstrate high levels of hope, confidence, and optimism in the followers, which can result in increase in the sale volume and revenue of the organisation.

The results showed that there was no agreement that transformational leadership style increases customer's satisfaction. Research on transformational leadership showed that high productivity, a decrease in the rate of job leaving, and a high level of customer satisfaction are all owed to this leadership style (Javed, Jaffari & Rahim, 2014). Liao and Chuang (2015) also found employee job satisfaction to mediate the relationship between transformational leadership and service performance, which finally led to long-term service relationships with customers. Further study showed that transformational leadership behaviors are positively associated with employee performance (Al-Amin 2017). In a different study, it was argued that transformational leadership is generally considered as a desirable leadership style because it has positive effects on various performance outcomes of employees (Chen, Ning, Yang, Feng and Yang, 2018).

#### **6.6 Objective Four: Influence of transformational leadership on employee attitude and empowerment**

The study also investigated the effect of transformational leadership on employee attitude and empowerment. Below is the summary of the findings.

Findings showed that there was a significant disagreement that transformational leadership style influences employee attitude by gaining their opinions on the organisation. This finding disagrees with the previous findings made by researchers (Asrar-ul-Haq & Kuchinke, 2016; Boonyarit et al., 2010; Choi et al., 2016; Ismail & Yusuf, 2009; Saeed et al., 2015). The transformational leader is a change agent: he or she encourages creativity and actively solicits new ideas and new ways of working. Asrar-ul-Haq & Kuchinke (2016) found that transformational leaders make decisions by taking into consideration the opinions or views of the followers. However, other researchers have argued that the democratic leadership style seeks the opinions of the followers, unlike the transformational leadership style (Nadeem et al., 2012; Nwafor, 2012). According to Nwafor (2012), the democratic leader actively solicits suggestions from subordinates, frequently acts on their advice, and allows them a range of discretion in performing their activities.

The study showed that there was significant agreement that the transformational leadership style influences employee attitudes in that they are given the opportunity of improving their skills within the organisation. According to Ahmad et al. (2014), this quality of a transformational leader often energises, motivates and inspires them for coaching and training of followers, stimulating them to gain experience.

Findings revealed that there was a significant agreement that transformational leadership influences employee attitude by encouraging followers to produce new and better ways of working. For Cavazotte et al. (2013), a transformational leader inspires subordinates in a new way, encouraging them to be creative, and being a good decision maker. This type of leader pays more attention to reasons underlying actions. This leader always directs his followers to find solutions to problems logically.

It was found that there was a significant agreement that the transformational leadership style affects employee attitude by enabling the employee to like his or her job ( $M = 3.82$ ). Leadership plays a critical role in ensuring employees' commitment. Studies showed that followers who are happy with their supervisors/leaders, feel that they are being treated with respect, and are valued by their management feel more attached to their organisations.

In addition, it was found that there was a significant agreement that the transformational leadership style influences employee attitude through the employee's feeling of personal accomplishment. Birasnav et al. (2011) concurred that the main drive behind a transformational leader is bringing his or her followers on board to work towards the desired goals. Ahmad et al. (2014) also found that the transformational leadership style motivates employees to work hard in achieving their individual and organisational goals.

The results also showed that there was a significant agreement that the transformational leadership style impacts on employee attitude by ensuring that the employee's job allows him/her to make good use of his or her skills and abilities ( $M = 3.21$ ). These findings contradicted the results of previous studies (Ahmad et al., 2014; Chemobo et al., 2014; Shafie, Baghersalimi & Barghi, 2013).

It was found that there was significant agreement that the transformational leadership style contributes to employee empowerment by allowing all to be involved in decision-making processes of the organisation. Empowering subordinates is a characteristic that is found in a

leaders' ability to share responsibility and power with their followers. Numerous researches have shown that there is a relationship between transformational leadership and employee empowerment. A leader can empower his followers by delegation of authority, giving his followers the power to make decisions in his absence; and considering the followers' contribution to major organisational changes (Choi et al., 2016; Gill, A., Flaschner, Shah & Bhutani, 2010; Kaur, 2013).

The results also showed that there was an agreement that the transformational leadership style affects employee empowerment in providing the employee with an opportunity of gaining a better job within the organisation. Birasnav et al. (2011) suggested that the idea of transformational leadership is to reach out to each employee and bring out the best in them. They argued that an inspirational leader spends quality time with each follower, discussing ways to make the employee's job easier. Also, the leader helps to create and develop plans for developing subordinates' career.

Also, there was a significant agreement that the transformational leadership style empowers employees by providing them with information they need from management regarding what is occurring within the organisation. It has been found that consideration for the individual, which is an aspect of transformational leadership, helps to provide employees with the information they require to perform their tasks. Ahmad et al. (2014) argued that transformational leaders act as a coach for whole team, who train the followers to achieve desired goals and objectives of the company. This enables the subordinates to gain recognition and rewards in the form of money and other incentives.

Furthermore, findings showed that there was an agreement that the transformational leadership style provides an opportunity for the employee to be trained on his or her present job. Studies found that transformational leaders support individuals by enabling them to achieve knowledge and skills through special training. According to Gill et al. (2010), the individualised consideration which is an aspect of transformational leadership influences employee training on the job. The transformational leaders empower their followers by allowing them to be trained on their present job. Individualised consideration is seen in a leader who cares about their followers' concerns and developmental needs. This idea encourages leaders to develop followers' potentials through proper coaching and mentoring.

Findings revealed that there was an agreement that the transformational leadership style ensures that the employee is satisfied with the physical working conditions. Research results suggest that in organisations which are flexible and adopt the participative management type, with emphasis on communication and employees' reward, the latter are more likely to be satisfied, resulting in the organisation's success (Belias & Koustelios, 2014).

### **6.7 Objective Five: Relationship between transformational leadership style and employee behaviours**

This objective measured the relationship between the transformational leadership style and employee behaviour. The summary of the findings is given below.

There was an agreement that the transformational leadership style allows the employee to participate in solving problems within the organisation. For Cavazotte et al. (2013), the transformational leader inspires subordinates in novel way. Followers are inspired to be creative, with the leader a good decision maker. This type of leader pays more attention to reasons behind every action.

Findings showed that there was a disagreement that the transformational leadership style involved the employee in work committees within the organisation. Birasnav et al. (2011) concurred that the main drive behind a transformational leader is bringing all followers on board to work towards the desired goals. The authors added that, when leaders and followers agree with the corporate vision, this makes it easier for the achievement of the corporate goals.

The results further showed that there was a disagreement that the transformational leadership style enables the manager to propose changes that will have an impact outside his or her work group. The transformational leadership style is a type of leadership in which the leader seeks to change the status quo by transforming the organisation.

It was found that there was no agreement that the transformational leadership style allows the manager to express his or her ideas in discussion groups within the organisation. One of the most relevant characteristics of transformational leaders is giving the followers the opportunity of expressing their view and feelings. Birasnav et al. (2011) postulated that transformational leaders do not take decisions independently; rather, they also allow the subjects or subordinates to contribute to the decision-making process.

Furthermore, results showed that there was a significant agreement that the transformational leadership style allows the manager to provide help to co-workers to do their work. Breaux (2010) postulates that the considerate leader listens effectively to each individual, and delegates tasks as a means of developing followers. The leader also allows subordinates to assist their co-workers in performing their responsibilities.

Results revealed that there was a disagreement that the transformational leadership style allows the employee to question inefficient ways of working in his or her work group. The transformational leadership has been argued to centre on the processes of transformation and change. This leadership style allows the followers and the leaders to question the status quo. Salman, Riaz, Saifullah and Rashid (2011) suggested that transformational leaders allow the expression of different views and ideas, challenging old assumptions and beliefs and stimulating new perspectives, enhancing the employees' interpretation and understanding of the expected performance standard.

Results revealed that there was a significant agreement that the transformational leadership style provides the employee with the opportunity of making suggestions to improve the products and/or services offered to customers. Transformational leaders have been proposed to stimulate follower innovation through expressing an inspired vision and allowing individuals to contribute to the progress and improvement of the organisation's products (Salman et al., 2011).

## **6.8 Recommendations of the Study**

The following are the recommendations from the study, based on the findings of the study.

### **6.8.1 People should be allowed to identify the skills they need for future work**

Based on the findings of the study, it is recommended that transformational leaders allow their followers to identify the skills they need for future work. This will enable the followers to effectively perform the responsibilities assigned to them.

### **6.8.2 The leader should reward people for learning**

From the findings, there was disagreement that people are rewarded for learning. This is based on findings that followers should be rewarded for learning. This motivates employees or followers to upgrade their skills for the successful performance of their duties.

### **6.8.3 The leader should spend time building trust with the subordinates**

Based on the findings, the majority of the participants disagreed that people spend time building trust with one another. It is per this finding that the researcher is of the view that the leader should spend time with the subordinates in building trust among them.

### **6.8.4 Groups should have the freedom to adapt their goals as needed**

From the findings, it is recommended that leaders should allow their followers to have total freedom to adapt their own goals. This will allow them to work hard in achieving such goals. It will also serve as a source of motivation or inspiration to them. One of the best ways of motivating employees is to give them some degree of freedom to act on their own.

### **6.8.5 Diversity in the workplace**

Findings from the study show that the majority of the respondents disagreed that teams/groups treat members as equals, regardless of rank and culture. To ensure equality the leaders must encourage diversity in the workplace. People must learn to work with one another, irrespective of their background. Diversity will foster unity and equality within the organisation. This will also help to promote organisational citizenship.

### **6.8.6 Reward people for their achievement**

The study further recommends that the transformational leaders learn to reward their followers for their achievement within the organisation. Findings revealed that the majority of the respondents disagreed that teams/groups are rewarded for their achievements. Reward management is an important activity or function within an organisation. An organisation that learns to provide good rewards to employees for achieving certain targets will always be successful. Rewards motivate or inspire followers to work harder in achieving the organisational objectives.

### **6.8.7 Employee involvement in decision-making**

The study also recommends that transformational leaders involve their subordinates or followers in decision-making within the organisation. Findings showed that the greater proportion of the respondents disagreed that sufficient effort is made to elicit the opinions of people who work in the organisation. Transformational leaders within the organisation do not involve their people in decision making. Employee involvement in decisions is one of the greatest activities of building employee commitment and loyalty. Allowing employees to be part of the decision-making process will help motivate employees to see themselves as fully integrated into the organisation.

## **6.9 Recommendations for Future Research**

This current study investigated the relationship between transformational leadership style and employee performance in the Independent National Electoral Commission (INEC) in Nigeria. The results of the study are not entirely conclusive. Therefore, there is the need for further research in this field. The first recommendation is that future research adopt the mixed-method approach to investigating the relationship between a transformational leadership style and employee performance. This will allow the researcher to obtain information from both sides (employees and leader) in drawing a final conclusion. In addition, future studies should compare the various leadership styles to determine which of them best influences employee performance within an organisation. Furthermore, future research should explore or investigate how the leadership style of the Nigerian government influences the performance of the various sectors within the country.

## **6.10 Conclusion**

The chapter has provided the summary of the findings, conclusions, and recommendations. The summary was based on the findings of the study which were presented in Chapter Four. It further provided conclusions based on the findings. The study revealed that there are a number of items in the questionnaires with which the participants disagreed. Therefore, the recommendations were based on disagreements expressed by the participants. Also, the chapter provided the direction for future research.

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## Appendix A: TURNITIN REPORT

# Turnitin Originality Report

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☒ <1% match (student papers from 30-Nov-2016)

[Submitted to University of KwaZulu-Natal on 2016-11-30](#)

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[Submitted to Quest International University Perak on 2015-08-05](#)

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☒ <1% match (student papers from 21-Sep-2015)

[Submitted to London School of Marketing on 2015-09-21](#)

☒ <1% match (student papers from 17-Jan-2014)

[Submitted to University of Sunderland on 2014-01-17](#)

✘ <1% match (student papers from 04-Nov-2013)  
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[Submitted to Laureate Higher Education Group on 2013-01-13](#)

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[Submitted to Segi University College on 2015-12-06](#)

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[Submitted to University of Salford on 2016-02-01](#)

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[Submitted to CSU, Dominguez Hills on 2019-03-05](#)

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[Submitted to American Public University System on 2015-02-15](#)

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[Submitted to Regenesys Business School on 2018-01-29](#)

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Appendix B: ETHICAL CLEARANCE LETTER



10 December 2015

Mrs Elizabeth Oluwakemi Ayandibu (214578675)  
Graduate School of Business & Leadership  
Westville Campus

Dear Mrs Ayandibu,

**Protocol reference number: HSS/1411/015M**

**Project title:** The relationship between transformational leadership style and employee's performance in Independent National Electoral Commission (INEC), Nigeria

**Full Approval – Expedited Application**

In response to your application received on 02 October 2015, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

**PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

[Redacted Signature]

Dr Shamila Naidoo  
On behalf of Dr Shenuka Singh (Chair)

/ms

Supervisor: Dr Muhammad Hoque  
Academic Leader Research: Dr Muhammad Hoque  
School Administrator: Ms Zarina Bullyraj

---

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

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Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville



18 November 2019

Mrs Elizabeth Oluwakemi Ayandibu (214578675)  
Graduate School of Business & Leadership  
Westville Campus

Dear Mrs Ayandibu,

Protocol reference number: HSS/1411/015M

Project title: The relationship between transformational leadership style and employee's performance in Independent National Electoral Commission (INEC), Nigeria

Approval Notification — Amendment Application This letter serves to notify you that your application and request for an amendment received on 13 November 2019 has now been approved as follows:

- Change in Supervisor (New Supervisor: Dr Hammed 'Bode Ojugbele)

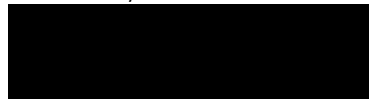
Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for period of 3 years from the date of original issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol.

Yours faithfully



Professor Urmilla Bob  
University Dean of Research

/dd

CC Supervisor: Dr Hammed 'Bode Ojugbele  
CC Academic Leader Research: Dr Muhammad Hoque  
CC School Administrator: Ms Zarina Bullyraj

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Humanities & Social Sciences Research Ethics Committee Dr Rosemary  
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YEARS OF EXCELLENCE

**Questionnaire**

Informed Consent Letter 3C

**UNIVERSITY OF KWAZULU-NATAL  
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

Masters of Commerce Research Project  
Researcher: Elizabeth Oluwakemi Ayandibu (0719270108, 0312620754)

Supervisor: Dr. Hoque (0312608690)  
Research Office: Ms P Ximba (0312603587)

Dear Respondent,

I, (Elizabeth Oluwakemi Ayandibu) am a Master of Commerce in Business Administration Student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled **(The relationship between transformational leadership style and employee performance in Independent National Electoral Commission –INEC Nigeria)**. The aim of this research is: to critically examine how strategic innovation is used as a method to address performance challenges within SMME's

Through your participation I hope to understand the following:

- a. To investigate the relationship between transformational leadership style and employee performance
- b. To examine the relationship between employee performance and transformational leader motivation.
- c. To establish whether employee performance have a direct impact on organizational performance.
- d. To ascertain the influence of transformational leadership style on employee performance.
- e. To measure the extent to which employee performance mediate the relationship between transformational leadership style and performance in INEC

The results of the questionnaire are intended to contribute at both the theoretical and empirical level to the understanding of the connection between transformational leadership style and employee performance in Gtbank. Also to measurement performance in your organization.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing the questionnaire or participating in the interview or focus group or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The questionnaire should take you about 15 to 20 minutes to complete. I hope you will take the time to complete this questionnaire.

Sincerely

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_

UNIVERSITY OF KWAZULU-NATAL  
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Masters of Commerce Research Project

Researcher: Elizabeth Oluwakemi Ayandibu (0719270108, 0312620754)

Supervisor: Dr. Hoque (0312608690)

Research Office: Ms P Ximba (0312603587)

CONSENT

I..... (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

**This survey is for the understanding of how transformational leadership styles**



do affect employee performance positively or negatively. Your response is much appreciated.

Your Title in your organisation: \_\_\_\_\_

**Please tick in appropriate box or boxes for the following questions. (Please note that for some questions more than one box can be checked)**

**SECTION A: Demographic Data**

1. Sex

Male	
Female	

2. Marrital status

Single	
Married	
Divorced/ Separated	
Widow	

3. Department

Operations	Customer service	Marketing	HR	ICT	Others specify

4. Education qualification

School Cert.	National Diploma	Higher national diploma / B. Sc	Master's degree	Ph.D

5. Work experience

1-5 years	6-10 years	11-15 years	15-20 years

**SECTION B:** You are required the tick 'X' based on your best answer to the following questions. Below is the scale:

Strongly disagree / Very dissatisfied: 1

Disagree / Dissatisfied: 2  
 Agree / Satisfied: 3  
 Strongly agree Very satisfied: 4

1. Individual level: In my organisation.....

	Statement	1	2	3	4
1	People do identify skills they need for future work tasks.				
2	People are rewarded for learning				
3	People give open and honest feedback on each other.				
4	People listen to each other's view before speaking				
5	People spend time building trust with each other.				

2. At team, group or departmental level: In my organisation .....

	Statements	1	2	3	4
1	Teams/groups have the freedom to adapt their goals as needed				
2	Teams/groups treat members as equals, regardless of rank, culture etc.				
3	Teams/groups focus on group's task				
4	Teams/groups revise their thinking as a result of information collected.				
5	Teams/groups are rewarded for their achievements				

3. At organisational level: My organisation.....

	Statements	1	2	3	4
1	Makes learning available to all employees				
2	Gives people control over the resources they need to accomplish their work				
3	Encourages people to get answers from across the organisation when solving problems				
4	Leaders generally support requests for learning opportunities and training.				
5	Leaders mentor and coach those they head				

4. Organisational performance

	Statements	1	2	3	4
1	During the past years, change in ways things are done has made your organisation to have a competitive advantage.				
2	During the past years, change in profit relative to your largest competitor has markedly improve				
3	During the past years, change in market share relative to your largest competitor has markedly improved				
4	During the past years, change in cost (product and services) relative to your largest competitor has reduced				
5	During the past years, change in sales revenue relative to your largest competitor has greatly increased				

6	During the past years, change in customer's satisfaction relative to your largest competitor's has increased				
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5. Employee attitude survey.

a. Satisfaction with job fulfilment

	Statements	1	2	3	4
1	Sufficient effort is made to get the opinion of people who work here				
2	I am giving a real opportunity to improve my skills in this organisation				
3	I feel encouraged to come up with new and better ways of doing things.				
4	I like the kind of job I do.				
5	My work gives me a feeling of personal accomplishment				
6	My job makes good use of my skills and abilities.				

b. Satisfaction with empowerment and work facilitation

	Statements	1	2	3	4
1	How satisfied are you with your involvement in the decision affect your work?				
2	How satisfied are you with the opportunity to get a better job at this organisation				
3	How satisfied are you with the information you receive from management regarding what's going on in this organisation?				
4	How satisfied are you with the training you received for your present job?				
5	How satisfied are you with your physical working conditions?				

6. Employee behaviours.

a. Organisation – directed employee behaviours

	Statements	1	2	3	4
1	I participates in solving problems in the organisation				
2	I become involved in work committees in the organisation				
3	Manager proposes changes that will have an impact outside his/her work group.				
4	Manager expresses his/her ideas in discussion groups in the organisation.				
5	Manager makes suggestions to improve the organisation's functioning.				
6	I help co-workers do their work.				
7	I provide constructive feedback that helps coworker				
8	8 I Keep co-workers informed of the progress of his/her work in group projects.				
9	Questions inefficient ways of doing things in his/her work group.				

10	Introduces new ways of doing things in his/her work group.				
11	Suggests improvements to increase his/her work group's efficiency.				
12	Employee does everything in his/her power to satisfy the customer, even when there are problems.				
13	Makes suggestions to improve the products and/or services offered to customers.				
14	Projects a positive image of the organisation to customers.				
15	Supervisor helps you by doing things that are not really part of his/her regular duties.				
16	Supervisor keeps you informed of important events which concern you.				
17	Supervisor suggests ways to you of improving the work group's performance				
18	Supervisor advises you on ways to improve your management practices.				

**SECTION C: Transformational Leadership survey. Our leaders .....**

	Statements	1	2	3	4
1	Go out of their way to make others feel good to be around them				
2	Help others with their self-development				
3	Help others to understand my visions through the use of tools, such as images, stories, and models				
4	Ensure others get recognition and/or rewards when they achieve difficult or complex goals				
5	Let others work in the manner that they want.				
6	Get things done.				
7	Have an ever expanding network of people who trust and rely upon them				
8	Provide challenges for my team members to help them grow				
9	Use simple words, images, and symbols to convey to others what we should or could be doing				
10	Manage others by setting standards that we agree on.				
11	Rarely give direction or guidance to others if I sense they can achieve their goal.				
12	Consistently provide coaching and feedback so that my team members know how they are doing				
13	Listen to our ideas and concerns not out of fear, but because of our skills, knowledge, and personality				
14	Provide an empathic shoulder when others need help.				
15	Help others with new ways of looking at new and complex ideas or concepts				
16	Ensure poor performance gets corrected				

17	Are satisfied as long as things are going smoothly.				
18	Monitor all projects that we are in charge of to ensure the team meets it goal.				