

## EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEES' PERFORMANCE IN SELECTED COMMERCIAL BANKS, ABUJA

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### **Abstract**

*This study aimed at analysis the effects that transformational leadership has on the employees of an organization in terms of their performance rate. The research therefore aims at looking at the effect of transformational leadership style on employees' performance in selected commercial banks in FCT-Abuja. With the main objectives being To determine the effect of Inspirational communication approach on employees' performance in commercial banks in FCT-Abuja, To determine the impact of individualized consideration approach on employee's performance in commercial banks in FCT-Abuja and To assess the influence of intellectual stimulation on employee's performance in commercial banks in FCT-Abuja. It is a descriptive study in design with a cross sectional component whereby all relevant parties were involved. The study population is specific employees of the selected banks for the study. The data collected was then be analyzed using SPSS computer program, Correlation also be used so as to determine the relationship between the independent variable and the dependent variable so as to indicate whether there exists a significant relationship between transformational leadership and employee performance. The findings of the study also concluded that managers intervened promptly on subordinate performance to increase subordinates' staff morale and team spirit, transformation way of leadership has improved on the employee productivity in the sense that staff are aware of their expectation, how to carry-out their duties and taking right action. The study recommended that there should be effective communication between management and other employees within the organization*

**Keywords:** Leadership, Transformational leadership, Employee performance.

## INTRODUCTION

Human resource is an important and indispensable factor for every organization. It is important to run an organization smoothly, effectively and efficiently (Mosadragh, 2018).

According to Rennie (2017) employees are the backbone for every organization and success of the organization depends on performance their workforce. In order to improve organizational performance, workers should be guided and managed in an effective and proper organized manner. Tella et al. (2020) found that management of employees largely dependent upon the quality of leadership within the organization. He further postulates that leadership is a bond which makes people to work together. These days organizations care for understanding, development and improvement of their leadership. Leadership is an important and crucial factor in the commencement and implementation of the transformations in organizations (Thomas & Dennis, 2019).

Transformational leaders not only think about the competencies, skills and needs of individual workers but also engage them towards accomplishing organizational goals. Considering the banking sector, it is widely known that several structural changes are currently happening in terms of hierarchy and organization. The majority of banks and credit institutions globally tend to adopt innovations in the sector or organization and employee training, as a transition from a traditional and hierarchical to a more flexible form is considered to be a challenging process (Theriou et al., 2017).

According to Bass (2015), transformational leaders articulate and present a clear vision, demonstrating enthusiasm and passion for the vision and inspire and motivate employees to work hard to obtain that vision. Transformational leadership requires a leader to inspire others and create a collective vision. Transformational leadership is therefore a leadership style that generally enables employees to feel important and give out their best. Lok & Crawford (2019) also found that employees produced more creative work when they were supervised in a supportive, non-controlling manner.

When a business struggles for a period of time, it may certainly bring in a transformational leader to boost morale. Transformational leadership is the use of high energy, enthusiasm and passion to inspire and motivate employees. Often, a transformational leader is brought into break

employees out of a funk or a state of indifference. Such leaders rely on a high degree of energy and charisma to quickly rally support and get employees excited about their leadership.

In some cases, transformational leaders can create immediate changes and get employees excited about the future. Some struggle, though, to carry on the momentum for months or years. It often takes a high degree of energy to boost morale in a downtrodden environment. Thus, transformational leadership can often fizzle when the early excitement wanes, especially if the company begins to hit pitfalls or sees similar declines in sales or profits. To succeed in the long run, the transformational leader needs to develop genuine rapport with employees and a long-term commitment.

## **LITERATURE REVIEW**

### **Concept of Leadership**

The term “leadership” in the frame of organizations refers to the approaches adopted by superiors in their everyday interaction with employees. It consists of many dimensions, such as values, standards, norms, items or issues observed in the working environment and affects employees’ emotions, performance and behavior (LePine, 2016). Research results have revealed various types or styles of leadership implemented in different organizations, cultures and working frames. Some leaders in corporate leadership styles depending on the situation or their feelings at a given moment, while others adhere to the same style regardless of the situation they have to face. Every leader is characterized by their own style, which is influenced by organizational culture and is likely to produce a management style that prevails and represents a standard of conduct for leaders who are expected to adopt (Shurbagi and Zahari, 2021).

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### **Overview of Transformational Leadership (TL) Style**

The transformational leadership style is effective for stimulating employee behavior (Bass, 2015). Transformational leaders share their vision with employees, provide mentoring and guidance which enhances employee performance.

Transformational leadership (TL) is defined in relation with the leaders' effect on their followers, in which the latter feel trust, admiration, loyalty and respect toward the former and are motivated to do more than they were originally expected to do (Avolio et al., 2016). Bass (2015) defined TL as the ability to motivate followers to perform beyond what he/she would normally expect.

Taking all aspects of transformational leadership into consideration, Northouse (2016) described the following qualities of a successful transformational leader: (i) Empowers followers to do what is best for the organization, (ii) Is a strong role model with high values, (iii) Listens to all viewpoints to develop a spirit of cooperation, (iv) Creates a vision, using people in the organization, (v) Acts as a change agent within the organization by setting an example of how to initiate and implement change, (vi) Helps the organization by helping others contribute to the organization.

Therefore, integrity of character within this transforming relationship between the leader and the follower is essential and associated with successful leadership (Storr, 2017).

### **Dimensions of Transformational Leadership**

This section of the chapter addresses the components of transformational leadership style. These components which are listed and discussed below include: (i) Inspirational communication approach (ii) Individualized consideration approach (Supportive Leadership) (iii) Intellectual Stimulation. Accordingly, these dimensions are discussed below.

#### **a) Inspirational communication approach**

Although inspirational motivation has been identified as an important component of transformational leadership, this construct has been variously defined (Barbuto, 2017). Bass (2015) stated that charismatic leaders use inspirational appeals and emotional talks to arouse follower motivations to transcend self-interest for the good of the team. At a later date, Bass (2019) stated that both charisma and inspirational motivation are displayed when a leader envisions a desirable future, articulates how it can be reached, sets an example to be followed, sets high standards of performance, and shows determination and confidence. This description suggests vision and inspirational motivation might be combined into a single construct. However, other researchers have argued that it is useful to maintain a distinction between vision and inspirational motivation (Barbuto, 2017).

**b) Individualized consideration approach (Supportive Leadership)**

One factor that distinguishes transformational leadership from other new leadership styles is the inclusion of Individualized consideration approach. Bass (2015) initially stated that Individualized consideration approach occurs when a leader has a developmental orientation towards staff and displays individualized attention to followers and responds appropriately to their personal needs. More recently, discussions of Individualized consideration approach have focused on one component of this construct, supportive leadership.

**c) Intellectual Stimulation**

The most underdeveloped component of transformational leadership is intellectual stimulation. This leadership factor encompasses behaviors that increase followers' interest in and awareness of problems, and that develop their ability and propensity to think about problems in new ways (Bass, 2015). The effects of intellectual stimulation are seen in increases in followers' abilities to conceptualize, comprehend, and analyze problems and in the improved quality of solutions that they generate (Bass & Avolio, 2016). While this leadership factor has not been the subject of extensive research, this construct encompasses a more focused, and internally consistent set of behaviors than the other sub-dimensions of transformational leadership.

**Impact of Transformational Leadership on Employees Performance**

Employee performance can also be said to be the result of an employee's work for a certain period compared to various possibilities, such as standards, targets, or criteria that are determined and agreed upon with the company, and also employee performance is a factor that can affect organizational profitability (Muzakki et al., 2019).

Concerning achieving the expected vision, mission, and goals, one aspect that needs to be considered is improving the quality of employees by improving their work methods so that they can carry out their duties properly and optimally.

For human resources in an organization to work efficiently and effectively, the right leader is needed to influence, manage and mobilize employees, as well as to adapt to changes that occur inside and outside the company. Transformational leadership is considered to have an important role in shaping effective management because transformational leadership can encourage positive employee behavior (Buil et al., 2019). Transformational leadership can also create significant changes for followers and organizations because it can change the strategy, mission,

structure, and culture of the organization to promote a product and work innovation (Mustika et al., 2020). The extent to which the leader advances the development of the company and understands the role of employees or subordinates can be seen in how the company or organization runs.

### **Theoretical Anchor**

Saunders et al., (2019) further explains that Theoretical framework is a collection of interrelated ideas based on theories. It is a reasoned set of prepositions, which are derived from and supported by data or evidence. It attempts to clarify why things are the way they are based on theories. The study anchors on Transformational Theory and Affective Event Theory.

The Transformational theory of leadership describes processes by which a person interacts with others and is able to create a solid relationship that results in a high percentage of trust, that will later result in an increase of motivation, both intrinsic and extrinsic, in both leaders and followers. The importance of transformational theories is that leaders transform their followers through their inspirational nature and charismatic personalities. Rules and regulations are flexible and guided by group norms. These attributes provide a sense of belonging for the followers as they can easily identify with the leader and his or her purpose.

On the other hand, affective theory explains how emotions and moods influence employee commitment, organizational performance or job satisfaction. It emphasizes the linkages between employees' internal influences such as cognitions, emotions, mental states and employees' reactions to such incidents that occur in their work environment which affect their job performance, commitment and job satisfaction. This theory stresses that affective work behaviours are explained by employee's mood and emotions while cognitive based behaviour is the best predictor of job performance/satisfaction.

Affective events theory maintains that positive-inducing (up lifts) as well as negative inducing (hassles) affective incidents at work are distinguishable and have a significant psychological impact upon workers' job satisfaction. The result of internal factors such as cognition, emotions, mental states and external affective reactions displayed through job satisfaction, job performance and employee commitment. The theory also posits a positive relationship among job satisfaction, commitment, recognition, market share and retention or turnover in the organization.

## METHODOLOGY

For the purpose of this study, descriptive method was adopted in order to provide a framework to examine the characteristics of the independent variables. The descriptive design was used in this study in order to get clear information from the respondents with much ease. The target population for this study comprise of management staff of 5 selected commercial banks located at Central Business District, F.C.T – Abuja. The population of this study comprise of One hundred and twenty-one (121) respondents drawn randomly from their respective banks. The sampling technique used for this study is the simple random sampling technique. The simple random sampling technique was adopted with a view to give every member of the population an equal chance of being selected.

The data collection instruments used for the study is the use of questionnaire which was designed using the variables identified as important for meeting the study objectives. The statistical software package named SPSS 20.0 was used for analysis. According to the problem/requirement, statistical techniques such as linear regression model, t-test, ANOVA have been applied. Regression analysis is used to determine if there is a relationship between survey results related to each independent variable and the dependent variable.

### Model Specification

Model which specifies that work performance (WP) is significantly influenced by the job satisfaction indices (affective job satisfaction, continuance job satisfaction, and normative job satisfaction) is formulated as follows,

$$OP = f(JD, JDN, JS, JE)$$

$$WP = \alpha_0 + \alpha_1AJ + \alpha_2CJ + \alpha_3NJ + U$$

Where;

The a priori expectation is  $\alpha_1, \alpha_2, \alpha_3 > 0$  WP = Work performance

AJ = Affective job satisfaction CJ = Continuance job satisfaction NJ = Normative job satisfaction U = Error Term

$\alpha$  = Intercept

$\alpha_1 - \alpha_4$  = Coefficient of the Independent Variables. Note, all variables are in their natural logarithm form.

The decision to test the hypothesis of the study is as follows:

If the p-value of the t-coefficient is less than 1% (0.01) or 5% (0.05), the null hypothesis is rejected and otherwise we fail to reject it.

## DATA ANALYSIS

### Data Analysis

Table 1: Effect of Inspirational communication approach on employees' performance

	Options	Agree	Strongly agree	Disagree	Strongly Disagree	Undecided	Total
1.	Using inspirational communication appeals and emotional talks to arouse follower motivations to transcend self-interest for the good of the team transpires job satisfaction.	60	32	10	9	10	121
2.	Inspirational communication approach enhances improvement in employees' productivity.	50	40	12	19	11	121
	<b>Total</b>	182(75.2%)		50(20.6%)		21(8.6%)	242

Source: Field Survey, 2022.

Table 1 shows that 182(75.2%) indicated agreement 50(20.6%) indicated disagreement while 21(8.6%) indicated undecided. This shows that Inspirational communication approach has an effect on employees' performance.

Table 2: Individualized consideration approach impact on employee's performance in commercial banks

	Options	Agree	Strongly agree	Disagree	Strongly Disagree	Undecided	Total
1.	Individualized consideration approach elicits positive reactions from employees.	32	60	9	9	11	121
2.	Using individualized consideration approach makes employees feel sense of belonging thereby instigating their willingness to improve in their performances.	38	52	13	10	8	121
	<b>Total</b>	182(75.2%)		41(16.9%)		19(7.8%)	242

Source: Field Survey, 2022.

Table 2 shows that 186(75.2%) indicated agreement 41(16.9%) indicated disagreement while 19(7.8%) indicated undecided. This shows that Individualized consideration approach has positive impact on employee's performance in commercial banks.

Table 3: Intellectual stimulation impact on employee's performance in commercial banks



	Options	Agree	Strongly agree	Disagree	Strongly Disagree	Undecided	Total
1.	Intellectual stimulation draws employees' interest in and awareness of problems thus, increasing their ability to think about problems in new ways.	32	61	9	9	10	121
2.	To a great extent, intellectual stimulation has positive influence on employee's performance in commercial banks	42	55	10	7	7	121
	<b>Total</b>	190(78.5%)		35(14.4%)		17(7.0%)	242

Source: Field Survey, 2022.

Table 3 shows that 190(78.5%) indicated agreement 35(14.4%) indicated disagreement while 17(7.0%) indicated undecided. This shows that Intellectual stimulation has positive impact on employee's performance in commercial banks.

### Test of Hypotheses

#### Hypotheses One

**H<sub>01</sub>:** Inspirational communication approach does not have significant effect on employees' performance in commercial banks in FCT-Abuja.

#### Table 4: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.204	0.042	0.039	1.35118

a. Predictors: (Constant), Inspirational communication approach

The model summary indicated the presence of a strong positive correlation (R=0.204) between the independent variable and the dependent variable. Further, the R-squared value of 0.042 indicated that the independent variable accounted for 4.2% of the total variance. Therefore, the researcher observed that the independent variables and the dependent variable were mutually exclusive. The analysis of variance yielded the results presented in Table 5.

#### Table 5: ANOVA

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.308	1	7.308	4.003	.046b
	Residual	691.936	379	1.826		
	Total	699.244	380			

a. Dependent Variable: employees' performance in commercial banks

b. Predictors: (Constant), Inspirational communication approach

The study established that the F-ration ( $F=4.003$ ,  $p=0.046$ ) was statistically significant at  $p < 0.05$  level of significance. This showed that Inspirational communication approach significantly influenced employees' performance in commercial banks. The model's coefficient values from the regression are presented in Table 6.

**Table 6: Coefficients<sub>a</sub>**

**Coefficients<sub>a</sub>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.260	0.140		16.101	0.000
	Inspirational communication approach	0.138	0.069	0.102	2.001	0.046

**a. Dependent Variable: employees' performance in commercial banks**

Table 6 shows that "Inspirational communication approach" regressed on "employees' performance in commercial banks". Inspirational communication approach has significant effects on the employees' performance in commercial banks. The null hypothesis is hereby rejected;  $p < 0.05$ . The analysis result further indicates that Inspirational communication approach, which yielded a Beta ( $\beta$ ) of 0.138, t-value of 2.001, was deemed to be statistically significant since the obtained p-value (0.046) is less than 0.05 level of significance. Thus, an appropriate implementation of Inspirational communication approach positively affects the employees' performance in commercial banks. The study therefore accepts the alternative hypothesis which states that, "Inspirational communication approach have significant effect on employees' performance in commercial banks in FCT-Abuja."

**Hypotheses Two**

**H<sub>02</sub>:** Individualized consideration approach does not have positive influence on employee's performance in commercial banks in FCT-Abuja

**Table 7: Model Summary**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.134	0.018	0.015	1.19774

**a. Predictors: (Constant), Individualized consideration approach**

The model summary indicated the presence of a negative correlation ( $R=0.134$ ) between the independent variable and the dependent variable. Further, the R-squared value of 0.018 indicated

that the independent variable accounted for 1.8% of the total variance. The analysis of variance yielded the results presented in Table 8.

**Table 8: ANOVA**

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.439	1	2.439	1.700	.193b
	Residual	543.703	379	1.435		
	Total	546.142	380			

**a. Dependent Variable: employee's performance in commercial banks**

**b. Predictors: (Constant), Individualized consideration approach**

The study established that the F-ration ( $F=1.700$ ,  $p=0.193$ ) was not significant at  $p<0.05$  level of significance. This shows that Individualized consideration approach does have a significant effect on employee's performance in commercial banks. The model's coefficient values from the regression are presented in Table 9.

**Table 9: Coefficients<sub>a</sub>**

Coefficients<sub>a</sub>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.027	0.107		28.420	0.000
	Individualized consideration approach	-0.047	0.036	-0.067	-1.304	0.001

**a. Dependent Variable: employee's performance in commercial banks**

Table 9 shows that "Individualized consideration approach" regressed on "employee's performance in commercial banks". Individualized consideration approach has a significant effect on employee's performance in commercial banks. The null hypothesis is hereby rejected;  $p<0.05$ . The analysis result further indicates that Individualized consideration approach, which yielded a Beta ( $\beta$ ) of -0.047, t-value of -1.304, was deemed to be statistically significant since the obtained p-value (0.001) is lesser than 0.05 level of significance. The study therefore accepts the alternate hypothesis which states that, "Individualized consideration approach does have positive influence on employee's performance in commercial banks in FCT-Abuja"

### **Hypotheses Three**

**H<sub>03</sub>:** Intellectual stimulation does not have positive influence on employee's performance in commercial banks in FCT-Abuja.

**Table 10: Model Summary**
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.205	0.072	0.039	1.35118

**a. Predictors: (Constant), Intellectual stimulation**

The model summary indicated the presence of a strong positive correlation ( $R=0.205$ ) between the independent variable and the dependent variable. Further, the R-squared value of 0.072 indicated that the independent variable accounted for 7.2% of the total variance. Therefore, the researcher observed that the independent variables and the dependent variable were mutually exclusive. The analysis of variance yielded the results presented in Table 11.

**Table 11: ANOVA**
**ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.308	1	7.308	4.002	.048b
	Residual	691.936	379	1.826		
	Total	699.244	380			

**a. Dependent Variable: employee's performance in commercial banks**
**b. Predictors: (Constant), Intellectual stimulation**

The study established that the F-ratio ( $F=4.002$ ,  $p=0.048$ ) was statistically significant at  $p < 0.05$  level of significance. This showed that Intellectual stimulation significantly influenced employee's performance in commercial banks. The model's coefficient values from the regression are presented in Table 12.

**Table 12: Coefficients<sub>a</sub>**
**Coefficients<sub>a</sub>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.261	0.140		16.101	0.000
	Intellectual stimulation	0.135	0.069	0.102	2.001	0.048

**a. Dependent Variable: employee's performance in commercial banks**

Table 12 shows that "Intellectual stimulation" regressed on "employee's performance in commercial banks". Intellectual stimulation has significant effects employee's performance in commercial banks. The null hypothesis is hereby rejected;  $p < 0.05$ . The analysis result further

indicates that Intellectual stimulation, which yielded a Beta ( $\beta$ ) of 0.135, t-value of 2.001, was deemed to be statistically significant since the obtained p-value (0.048) is less than 0.05 level of significance. Thus, an appropriate implementation of Intellectual stimulation positively affects the employee's performance in commercial banks. The study therefore accepts the alternative hypothesis which states that, "Intellectual stimulation have positive influence on employee's performance in commercial banks in FCT-Abuja"

### **CONCLUSION AND RECOMMENDATION**

The study analyzed the effect of transformational leadership on the performance of employees in Selected Commercial Banks, Abuja. From the analysis of the finding, it was concluded that motivation, and incentives affected performance of employees. It was also concluded that inspirational motivation and recognition of individual effort has been due to the result of transformational leadership. Employees of the Selected Commercial Banks, Abuja were apprised on the basis of financial, business processes, customer/stakeholders and learning & growth which enabled the banks to realize employee strengths and weaknesses in terms of performance. The findings of the study also concluded that managers intervened promptly on subordinate performance to increase subordinates' staff morale and team spirit, transformation way of leadership has improved on the employee productivity in the sense that staff are aware of their expectation, how to carry-out their duties and taking right action.

Further, the results of correlation and regression analysis concluded that there exist a strong and positive significant relationship between transformational leadership and performance of employees. This therefore calls for establishing strategies that meet employee's motivation. Specifically, the study recommends:

- i. Transformational leadership should be taught to all people at all levels of organization to have a positive impact on the overall performance.
- ii. There should be effective communication between management and other employees within the organization.
- iii. It is suggested that managers to be trained to use both styles of leadership and along with the increasing need for new skills and competencies of leadership as a result of changes in community, leadership training program is more important than ever.

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