



To cite this article: Bomanaziba Idiko and Obah Daddy Obah (2023). ACCELERATING ORGANIZATIONAL PERFORMANCE THROUGH TRANSFORMATIONAL LEADERSHIP, International Journal of Research in Commerce and Management Studies (IJRCMS) 5 (2): 67-81

## ACCELERATING ORGANIZATIONAL PERFORMANCE THROUGH TRANSFORMATIONAL LEADERSHIP

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DOI: <https://doi.org/10.38193/IJRCMS.2023.5206>

### ABSTRACT

This study investigated the impact of transformational leadership on organizational performance: A survey of all commercial banks in Yenagoa, Bayelsa State, Nigeria. The study employed simple random sampling technique to collect data with 300 questionnaires administered to staffs and 150 were returned. The study adopts spearman rank-order correlation coefficient statistical technique with the aid of SPSS IBM version 20 to examine the relationship the explanatory variable and predatory variable using 5% level of significance to test the hypotheses. The study reveals that there is a positive relationship between idealized influence, inspirational motivation, intellectual stimulation and individualized consideration of transformational leadership and organizational performance. Therefore, the study summarized that there is a positive link between transformational leadership and organizational performance. The research recommends that, managers should develop of specific, challenging and attractive vision that pay attention to self-efficacy; promote employees' capabilities and capacities via training and coaching that will enhance the well-being of employees and increase productivity and commitment thereon.

**KEYWORDS:** transformational leadership, organizational performance, leadership, follower

### INTRODUCTION

Nowadays, organization tend to struggle in a business environment that is characterized by uncertainty and unpredictability as a result of constant technological, social, political and economic changes (Desky et al., 2020; Muhdar et al., 2022) This has placed organizations in dynamic contexts which demands constant adaptation (Didier and Jose, 2013; Haudi et al., 2022). This type of environment needs effective leaders that will be able to respond to these uncertainties through changes that are likely to become impactful to the organization. They need a vital transformation to reinvent themselves (Desky et al., 2020; Jose, 2013; Sunarsi, 2020). In this sense, organizations require revamping their



organizational cultures to affect the necessary changes. According to Chandan, (2001), leadership is the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for achievement of group objectives. Greenberg and Baron, (2000) added that, without good leadership, organisations are confronted with difficulty in actualizing organisational goals and difficulty to adapting to occurring changes within and outside the organisation

Similarly, leaders are seen as people that are capable of making changes in order to attain a high level of performance (Desky et al., 2020; Kadiyono et al., 2020; Odumeru & Ifeanyi, 2013), they must be able to create visions, develop strategies, and use his power to influence their subordinates positively (Odumeru & Ifeanyi ,2013). In addition, leaders who possess these qualities are classified as “Transformational Leaders” (Desky et al., 2020; Hater and Bass, 1988). Leaders have the ability to equalize his future vision with that of his subordinates and heighten his subordinates’ needs (Kadiyono et al., 2020; Hater & Bass, 1988).

According to Pawar and Eastman (1997), transformational leadership is leadership covering the undertakings for the organisational changes and that transformational leaders are those who establishes a dynamic organisational vision frequently required for creating innovation. This was corroborated by Avolio and Bass, (2004) that transformational leadership refers to leaders that transform the value, needs, aspirations, and followers’ priorities and motivates their followers to exceed expectations. Transformational also refers to the ability that is possessed by leaders to influence their subordinates to raise awareness on the importance of work results, prioritizing group significance, and to raise the needs of their subordinates to a higher degree as to achieve better quality of life (Kadiyono et al., 2020; Yukl, 2009).

Although, Bass and Avolio (1994) argued that there are four ways a leader could transform his subordinates such as; Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration. In line with the demand for change in organisations, there is a significant role that the model of transformational is playing in organisational performance because transformational leader can create vision in an environment which can motivates subordinates to achieve results that exceeds expectations (Gelard et al., 2014; Indrawan et al., 2020; Birasnay et al., 2013). Yukl (2009) suggested that transformational leadership could help in building the work, groups and integrate individual towards achievement of organizational corporate goal.

Maslow’s hierarchy of needs also build on transformational leadership by highlighting that, lower income employee needs basic physiological needs such as food, water, warmth and rest, security and safety (Kadiyono et al., 2020) While the esteem needs of the middle-income employees can be fulfilled by practicing transactional leadership (Muhdah et al., 2020). On the other hand, to fulfil a higher-level



employee needs which has to do with dignity and self-actualisation can be only possible by practicing transformational leadership (Armstrong, 2002). Also, that the notion of performance is a very fundamental concept in business as it indicates how well or badly an organisation operates. Bryman (2012) referred the term as the result from a person's effort, ability and task perception. This effort is the outcome of motivation, satisfaction and organisational commitment that shows the amount of energy (physical and mental) used by an individual in initiating a task. Although effort is an individual's characteristics in doing a task, it is usually not directly influenced on short-term period. However, Robbins (2003) argued that, employee performances are notes of achievements which resulted from a certain task in a certain period of time. These can be seen from output, product quality, productivity, cost management, safety and health, employees' relationship and development (Armstrong, 2002; Desky et al., 2020).

According to Ahmad et al., (2014), transformational leadership plays a very crucial role in an organisation in the sense that, it brings about positive change in the followers; it enhances the motivation, morale and performance, through idealized influence, intellectual stimulation, individual consideration and inspirational motivation and that its relevance and contribution to organisational performance cannot be undermined.

Leadership behavior is an increasing organizational phenomenon as well as popular in both academic and practitioner's researches. A transformational leader is known to be innovative, a problem solver, one who is willing to take risk for the success of the organization, considers the needs of employees, self-confident, inspirationally motivating and more (Arif et al., 2022). In today's highly competitive work environment, some firms (both old and new) have failed in business and are consequently unable to outwit their rivalries despite their captivating vision statements, mission statements, their intended long and short-term goals as well as their strategized efforts but to no avail (Arif et al., 2022). This shortcoming is attributed to several factors such as inadequate funds, low market share, low productivity and others but, little or no emphasis is placed on transformational leadership's effect on organizational performance (Arif et al., 2022). There exist also scanty literatures that address the problem in the Nigerian setting as most of the studies carried out were conducted in the western part of the globe (Desky et al., 2020)

The above shortcomings tend to adversely affect performance within the organization over the years and as such need's urgent attention. This is so because any organization that lacks effective leadership will definitely lack competitive advantage. Therefore, the study was set out to determine the extent to which transformational leadership characteristics such as: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration affect organizational performance (Arif et al., 2022).



## LITERATURE REVIEW

Leadership is the process whereby an individual influences subordinates towards the attainment of organizational goals (Muhdar et al., 2022; Indrawan et al., 2020). It is also the process of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for the achievement of group objectives (Chandan, 2001: cited in Mathotaarachchi, 2013). Wehrich, Cannice and Koontz, (2008) postulated that leadership is one of the most important aspects of management because it is seen as a major factor which contributes immensely to the wellbeing of the organization. Most management writers agree that, leadership is the process of influencing the activities of an individual or a group in efforts towards goal achievement in a given situation (Arif et al., 2022; Rattanaborworn and Ussahawanitchakit 2015). This argument provided evidence that leadership is an essential ingredient in organizational success. With successful leadership, organization can grow, prosper, compete and can smoothly achieve its mission ((Arif et al., 2022; Kamani, 2013).

According to Burns (1978), transformational leadership is a process in which leaders and followers promote each other to higher levels of morality and motivation (Kadiyono et al., 2020). Also, Simola et al., (2012) states that transformational leadership is a type of leadership in which interactions among interested parties are organized “around a collective purpose” in a manner that; transform, motivate, and enhance the actions and ethical aspirations of followers. Geib and Swenson (2013) argued that transformational leadership seeks to transform their followers through structural and strategy innovation of the organization. It is also seen as a leader who stimulates and inspires (transform) followers to achieve extraordinary outcomes with attention given to the developmental needs of individual followers (Desky et al., 2020; Muhdar et al., 2022; Robbins and Coulter, 2007). These sets of leaders tend to show an organization a new route for improvement and progress via new ideas and perspectives. Transformational leaders also try to mobilize the organization by motivating managers and employees for radical changes and transform organizational pillars to achieve idealized organizational performance (Arif et al., 2022; Muhdar et al., 2022; Sanjaghi, 2000).

Further, Transformational leaders encourage follower to do more than required (Desky et al., 2020; Indrawan et al., 2020; Sosik, Potosky, and Jung, 2002), and are proactive in helping followers to attain unexpected goals. According to Bass (1999), they move followers away from immediate self-gratification. These set of leaders are also seen as leaders who engage in a particular set of behavior (Muhdar et al., 2022) According to Pierce and New storm, (2008); Bass, (1985), these set of leaders are seen as models of integrity and fairness, they set clear goals, and they have high expectations, provide support and recognition, stir the emotions and passions of people, and get people to look beyond their self-interest to reach for the improbable.

Burns (1985) reiterated the fact that, transformational leaders have a vision and challenge others to do



extraordinary works. He further reaffirmed that transformational leaders are those who able to draw new necessary routes for modern organizations because that they are the source of change and they have complete influence over organizational changes (Gelard et al., 2014; Indrawan et al., 2020)

### **Components of Transformational Leadership**

According to Warrilow (2012), four components of transformational leadership include;

#### **Idealized Influence**

This is also known as Charismatic Influence. It is the propensity to which a leader behaves in admirable ways and displays convictions and takes stands that cause followers to identify with the leader who has a clear set of values and acts as a role model for the followers (Odumeru and Ifeanyi, 2013). It shows the capability of trust making and understanding the leadership by followers. It is a radical factor in accepting changes in the organization that drives organization to achieve its corporate goal and objectives (Jandaghi and Matin, 2009). Also, "Charismatic leaders" are those leaders who are special and stimulate others to follow their own perspectives (North house, 2001). Similarly, leaders with idealized influence are respected and trusted because such leaders "perform right works" and possess high human and moral behaviors. These set of leaders do not use their leadership power and capacity for personal aggrandizement but try to achieve organizational objectives by conducting and guiding their followers (Arif et al., 2022)

#### **Inspirational Motivation (IM)**

Inspirational motivation has to do with the propensity to which a leader communicate a vision that appeals to, and inspires the followers for the attainment of future goals, and giving meaning to current tasks at hand ((Arif et al., 2022; Odumeru and Ifeanyi, 2013). IM also talks refer to the capabilities of transformational leadership that introduces the leader as a figure who encourages the followers to display suitable behaviors (Jandaghi and Matin, 2009). Transformational leaders are also expected to behave in a special way and stimulate their followers (Matin, 2009), and that such behavior shows the tendency to encourage team members. Thus, It is this type of motivation that drive the followers' towards commitment because inspirational motivation, help leaders to create a shared insight for followers. This means that individuals learn when there is a factual vision not because the leaders tell them to learn. This tendency tends to be higher than the needs hierarchy levels and it is inspired among followers by stimulating a shared perspective of corporate goal. Furthermore, inspirational motivation entails the following; speaking optimistically about the future, speaking enthusiastically about what needed to be done, displaying an attractive insight of the future, being confident that the aim of the organization will be met, portraying an interesting picture of what should be done and, responding positively to challenges (Moghali, 2002).



### **Intellectual Stimulation (IS)**

Intellectual Stimulation has to do with the propensity to which a leader challenges assumption, drive and encourages creativity in the followers through the provision of a framework for followers to see how they connect (to the leader, the organization, each other, and the goal) as well as how they can creatively overcome any obstacles in the way of the mission (Odumeru and Ifeanyi, 2013). Intellectual stimulation is seen as one of the capabilities of transformational leaders because it helps them diversify the process of the organizations (change) because transformational leaders try to encourage their followers to be creative and innovative (Kadiyono et al., 2020). Intellectual Stimulation is seen as a driving force that trigger the followers to think about beliefs and values as well as being aware of problems and their resolutions (Bass, 1985). Hence, transformational leadership promotes the followers' capabilities to understand the organizational nature and difficulties. However, what is considered has to do with giving further attention to creative and developed ideas rather than rapid reactions (Gelard et al., 2014; Jandaghi and Matin, 2009).

### **Individualized Consideration**

Individualized consideration deals with the propensity to which a leader attends to each individual follower's needs and acts as a mentor or coach by giving respect to and appreciating the individual's contribution to the team (Odumeru and Ifeanyi, 2013). Thus, individuals are seen to be supported by leaders, while leaders are concern about their personal feelings and needs (Podsakoff, MacKenzie and Bommer, 1990). Furthermore, spending time in teaching and coaching, behaving others as persons not just group members, paying attention to others as persons who are the owner of different needs, capabilities, dreams and wishes, helping others to develop and grow their own capabilities, listening to others demands and interests, developing individuality and facilitating individuals' growth are product of individualized consideration (Moghali, 2002).

### **Theoretical Framework**

Different Management literatures have discussed various Leadership theories with a review of beginning with the “Great Man” and “Trait” theories to “Transformational” leadership (Bolden, 2003). Whilst early theories tend to focus upon the characteristics and behaviors of successful leaders, contemporary theories tend to consider the role of followers and the contextual nature of leadership. However, this research work is anchored it theoretical foundation on James Macgregor Burn’s theory of Transformational Leadership.

This leadership theory which developed in the 20th century by Burns (1978) and later enhanced by Bass (1985, 1998) and others (Avolio and Bass, 1988; Bass and Avolio, 1994; Bennis and Nanus, 1985; Tichy and Devanna, 1986) has attracted the attention of many researchers in the field of organizational leadership over the past three decades.



This theory focuses on the leader's ability to motivate the follower to accomplish beyond what the follower planned to accomplish (Krishnan, 2005). Transformational leadership has four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985). Burns (1978) characterized transformational leadership as a leadership style that "occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality". Burns (1978) argued that transformational leaders inspire followers to accomplish more by concentrating on the follower's values and helping the follower to align these values with organizational values. Burns (1978) draws upon the humanistic psychology movement in his writing upon 'transforming leadership' by proposing that the transforming leader shapes, alters, and elevates the motives, values and goals of followers by achieving significant change in the process. He further added that there is a special power entailed in transforming leaders that are "armed with principles that may ultimately transform both leaders and followers into persons who jointly adhere to moral values and end-values.

Bass (1985) contributed to the work of Burns (1978) by viewing a leader as someone who motivates others to do more than they originally expected to do by encouraging them to go beyond self-interest for the good of the team or the organization. Tichy and Devanna, (1986) also contribute to the work of Burns (1978) and Bass (1985) and described the hybrid nature of transformational leadership as not due to charisma but a behavioral process capable of being learned.

Bass and Avolio (1995), in their writing connected the theory to the organizational setting. They highlighted that "Transformational leadership is a prototype of leadership that everyone have in mind when asked to describe their ideal leader, and it is more likely to provide a role model with which subordinates want to identify". According to the scholars, transformational leaders try to influence subordinates by motivating and inspiring them to achieve organizational goals. They also seek to help subordinates imagine appealing future outcomes related to the organization. This expanded and refined version of Burn's transformational leadership theory has been utilized in organizations since the 1980s (Bass, 1985; Bass, Waldman, Avolio, and Bebb, 1987; Tichy and Devanna, 1986). Notwithstanding, research has also shown that transformational leaders influences organizational outcomes such as organizational citizenship behavior, organizational commitment, job satisfaction, effort, and in-role performance (Nguni, Slegers, and Denessen, 2006). Thus, the application of this theory concentrated on the link between leaders and followers within an organization.

### **Empirical Studies**

Several empirical studies in the past has investigated the link between transformational leadership and organizational performance in both developed and developing countries. Although the result show



with mixed result. One of the popular study that shown a direct connection between transformational leadership and the following organizational citizenship behaviors was conducted by Podsakoff, Mackenzie, Moorman and Fetter (1990). They investigated transformational leader behavior and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. The study identifies that the effect of transformational leader behaviors on citizenship behaviors are indirect, rather direct (Arif et al., 2022)

Barnes, Christensen and Stillman (2013), also examine the organizational leadership and subordinate effect in Utah's certified public accounting Profession by adopting the multifactor leadership questionnaires of Bass and Avolio (2004). The result shows that transformation leadership has stronger positive correlation than transactional on subordinate perceptions of workplace efficiency. A similar study was also conducted by Kamani (2013) on the impact of transformational and transactional leadership behaviours on employees' trust and their organizational commitment for non-teaching staff of the Sri Lankan Universities. He found that there is a positive impact of leadership of bosses on employees' trust. The result further show that transformational leadership behaviors has strong positive correlations while transactional leadership demonstrate weak positive correlation with the different types of organizational commitment. This is keeping with finding of Barnes, Christensen and Stillman (2010).

Dvir, Eden, Avolio, and Shamir (2002) also study the impact of transformational leadership on follower development and performance using a field experiment. The showed that transformational leaders had a direct impact on followers' empowerment, morality, and motivation. In another experimental study was also conducted by Barling, Webber, and Kelloway (1996) on the effects of transformational leadership training on attitudinal and financial outcomes. The result show that training has significant impact on subordinates' perceptions of leaders transformational leadership and enhance subordinates organizational commitment and transcend to financial performance (Muhdar et al., 2022)

Another similar study was also conducted in Thailand by Rattanaborworn and Ussahawanitchakit (2015) on the link between transformational leadership and firm performance. the study shows that transformational leadership in some dimensions have a positive influence on transformational leadership's consequences. It also revealed that organizational innovation and organizational efficiency have a positive influence on firm performance. The study further identified environmental pressure as a determinant influence on transformational leadership (Gelard et al., 2014; Kadiyono et al., 2020)

Other studies were also documented on the relationships between transformational leadership and



personal outcomes such as satisfaction, performance, and commitment (see: Bycio, Hackett, & Allen, 1995; Fuller, Patterson, Hester, & Stringer, 1996; Koh, Steers, & Terborg, 1995). The result of the above studies also showed positive relationships between transformational leadership and personal outcomes such as satisfaction, performance, and commitment. They further identified that transformational leaders create a great degree of trust and loyalty on the part of the followers to the extent that followers are willing to identify with the leader and the organization through the deposition of respect and confidence in their followers (Desky et al., 2020; Muhdar et al., 2022).

**RESEARCH METHODOLOGY**

The study adopted descriptive research design. The total population of the study consists of all the commercial banks in Yenegoa, Bayelsa State, Nigeria both senior and junior staff. The total population is 1200 with a sample size of 300. This sample size was estimated through use of the Taro Yamen methods. The study adopted both primary and secondary data. The study adopted test-retest approach to test for the reliability of the data. The hypothesized statements were tested using the parametric statistical tool of spearman rank-order correlation coefficient (r).

**DATA FINDINGS**

This section shows the result of the correlation between transformational leadership and organizational performance.

**Table 1: Correlation Outcome between Idealized Influence and Organization performance**

<b>Correlations</b>			<b>Idealized Influence</b>	<b>Organization al Performance</b>
Spearman's rho	Idealized Influence	Correlation Coefficient	1.000	.955**
		Sig. (2-tailed)	.	.000
		N	150	150
	Organizational Performance	Correlation Coefficient	.955**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

\*\* . Correlation is significant at the 0.05 level (2-tailed).

**Table 2: Correlational Outcome between inspirational Motivation and Organizational Performance**

<b>Correlations</b>			<b>Inspirational Motivation</b>	<b>Organizational Performance</b>
Spearman's rho	Inspirational Motivation	Correlation Coefficient	1.000	.764**
		Sig. (2-tailed)	.	.000
		N	150	150
	Organizational Performance	Correlation Coefficient	.764**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

\*\* . Correlation is significant at the 0.05 level (2-tailed).

**Table 3 Correlation outcome between intellectual stimulation and Organizational Performance**

<b>Correlations</b>			<b>Intellectual Stimulation</b>	<b>Organizational Performance</b>
Spearman's rho	Intellectual Stimulation	Correlation Coefficient	1.000	.928**
		Sig. (2-tailed)	.	.000
		N	150	150
	Organizational Performance	Correlation Coefficient	.928**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

\*\* . Correlation is significant at the 0.05 level (2-tailed).

**Table 4: Correlation outcome between Individualized Consideration and Organizational Performance**

<b>Correlations</b>			<b>Individualize d Consideration</b>	<b>Organization al Performance</b>
Spearman's rho	Individualized Consideration	Correlation	1.000	.889**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	150	150
	Organizational Performance	Correlation	.889**	1.000
		Coefficient		
Sig. (2-tailed)		.000	.	
	N	150	150	

\*\* . Correlation is significant at the 0.05 level (2-tailed).

**DISCUSSION OF FINDINGS**

The result of the analysis in (table 1) shows a correlation value of 0.955 signifying a positive relationship between that idealized influence of a transformational leader and organizational performance. The R2 of 92.4% (calculated) shows that the explanatory variable (idealized influence) affect 92.4% of organizational performance. While the remaining 7.6% variation in the dependent variable were explained by other variables not included in the model, which is taken care off by the stochastic term. The investigation on the relationship between inspirational motivation and organizational performance from the result (Table 2) reveal a correlation value of 0.764 indicating a positive relationship between inspirational motivation and organizational performance. The R2 of 89.9% (calculated) reveals that the explanatory variables explained 89.9% of the variation in the dependent variable while the remaining 17% variation in the dependent variable were explained by other variables not included in the model. The empirical result of the Spearman Correlation Coefficient (Table 3) show a value of 0.928 showing a positive relationship between intellectual Stimulation of a transformational leader and organizational performance. The R2 of 98% (calculated) shows that the explanatory variables (intellectual Stimulation of a transformational leader) accounted for 98% variation in the dependent variable while the remaining 1% variation in the dependent variable were explained by other variables not included in the model.

Finally, the empirical result of the Spearman Correlation Coefficient (Table 4) show a value of 0.889 showing a positive relationship between individualized Consideration of a transformational leader and organizational performance. The R2 of 99% (calculated) reveals that that the explanatory variables (individualized Consideration of a transformational leader) explained 99% of the variation in the



dependent variable while the remaining 1% variation in the dependent variable were explained by other variables not included in the model.

The overall implication of the result shows that there is positive relationship between transformational leadership traits (idealized influence, inspirational motivation, intellectual Stimulation and individualized Consideration) and organizational Performance. The findings of the study is also keeping with the findings of previous studies (See: Podsakoff, Mackenzie, Moorman and Fetter (1990; Kamani (2013 Barnes, Chrsitensen and Stillman (2010; Dvir, Eden, Avolio, and Shamir (2002; Weber and Kelloway, 1996; Rattanaborworn and Ussahawanitchakit (2015) on the link between transformational leadership and firm performance.

### Conclusion and Recommendation

Based on the outcome of the four hypotheses which were empirically tested and the research finding stated, the study therefore, concludes that there is a significant positive relationship between transformational leadership and organizational performance. The study therefore recommends that manager should possesses transformational leadership traits such as; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration to motivates employees through the development of specific, challenging and attractive vision that pay attention to self-efficacy; promotion of employees' capabilities and capacities via training and coaching that will enhance the well-being of employees and increase productivity and commitment thereon within the workplace.

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