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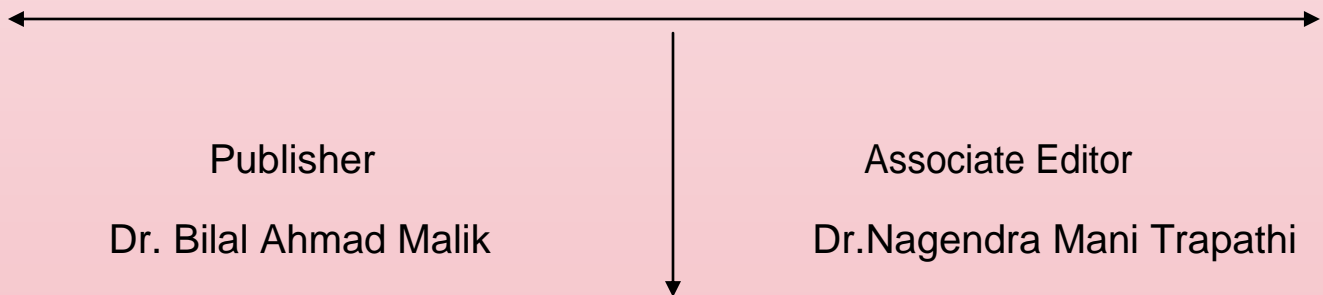
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## EMPIRICAL RESEARCH OF RELATIONSHIP OF TRANSFORMATIONAL LEADERSHIP WITH EMPLOYEES PERFORMANCE

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➤ This article is dedicated to my loving parents Mr. Satpal & Mrs. Chotto Devi Bhardwaj

### **ABSTRACT:**

*The aim of present investigation is the relation between transformational leadership and employee's performance of different industrial units among Haryana states. We also proposed to mediate process transformational leadership would enhance employee's performance. These relations were tested with a sample of 300 participants, 150 managers and 150 subordinates which was working under them from all level of industries in manufacturing sectors. The proposed correlation analysis was assessed with t-test techniques to see relationship in High and Low performing industrial units. The results assessed that transformational leadership is associated with higher level of work performance with positive commitment and helping behavior.*

**Key words:** Transformational leadership, Employees performance, industrial units.

### **1. INTRODUCTION**

An abundance of resources such as infrastructures or physical facilities are made meaningless without the support of qualified human resources that directly disrupt the continuity of the industry operations. Within the framework of the professionals, good employee performance mirrors the ability to contribute through their works leading to the behavioral achievement that is in accordance with the goals of the industries Transformational Leadership begins with awareness – awareness of our own thoughts and feelings, and how these affect your actions, and the states of others. As your awareness grows, you begin to see your own inner motivating force, what drives force, what drives you - your passions and values - and how these affect your thoughts, feelings and actions, and that of others. As you become more aware your perception increases, and you are able to choose actions that directly meet the needs of the situation and people around us thus enhances organizational commitment with in more powerfully and results in higher performances.

Sundi(2013)concluded that the transformational leadership has significant and positive effect on employee's working performance. Tatilu, et al (2014) mentioned that transformational leadership has an effect on employee's working performance which is quite effective applied to industries that want to grow. Maharani et al. (2015) in her research concluded that transformational leadership significantly affects on the performance of the employees, the stronger the leadership the higher employees' performance. Rimpulaeng and Sepang (2014) in their research stated that workers with high commitment will tend to be in accordance with the goals and values of the organization; it will provide more business to the organization and seeks to provide benefits to the organization. Transformational leadership may be the factor responsible for higher organizational commitment among the employees and in turn, the performance of the high industrial organization and it may be the missing factor in the low performing industrial organization. Therefore, the present research was designed to see the magnitude and direction of transformational leadership in relation to the organizational commitment and performance of the high industrial units.

## 2. REWIVE OF LETRATURE

### 2.1 Transformational Leadership

James McGregor (1999) used the term transformational leadership in his book "Leadership" (1978).

Bass presented (1985-86) a formal transformational leadership theory which, in addition to other things also includes the models and factors of behavior. Research projects, doctor dissertations and books in the field of transformational leadership have been carried out and published in the initial phase of the transformational leadership. Transformational leadership has gained academic attention over the last 20 years as a new paradigm for understanding leadership. Transformational leaders define the need to develop a vision for the future and to mobilize followers of commitment to create change and to achieve results beyond what would normally be expected. Bass *et al.* (2003) Showed that the relationship is between transformational leadership and performance was partially mediated by the level of potency and the cohesion of the analyzed units. Tsai, Chen, and Cheng (2005) identified employees' positive moods to mediate the relationship between transformational leadership and leadership success. Previous research also found followers' self-efficacy beliefs (Kirkpatrick & Locke, 1996; Alumba *et al.*, 2004), intrinsic motivation, agreement on values (Jung & Avolio, 2000), as well as trust and satisfaction to influence performance. Empirical studies on the relationship between transformational leadership and organizational performance focus primarily on constructs like followers' trust, agreement on values, group

cohesion, satisfaction, self-efficacy beliefs and followers' intrinsic motivation (Charbonneau, Barling & Kellow performingay 2011).

Transformational leadership is an inspiring leader beyond their personal interest and able to bring the deep impact to their follower (Robbins, 2013). Luthan (2010) disclose, transformational leader is often use legitimate tactics and results on higher identification level and internalization, having better performance of work and develop their follower. Burns (1978) points out that transformational leadership should empower leaders not only to take the initiative to engage with followers but also engage creatively in a fashion that recognizes and responds to the material wants of potential followers. This study is based on transformational theories as the lead theory in an attempt to explain the impact of transformational leadership on employee productivity and performance, together with the Maslow's basic needs theory and path goal theory as complimentary theories According to transformational theory, leadership is based on a system of rewards and punishments. The theory assumes that workers are motivated by rewards and punishments. That rewards and punishments are contingent upon the performance of followers. Managers and subordinates have an exchange type of relationship. Subordinates need to be carefully monitored so as to ensure that expectations are met.

According to the basic needs theory, there are certain minimum requirements that are essential for one to be said to have a decent living. These are called physiological needs and they include food, shelter, health and clothing. These are primary needs that have to be catered for before other needs like security, love affection and finally self-actualization are pursued. It is these basic needs that a leader needs to look into as incentives in order to derive motivation from an employee and hopefully increase their performance.

## 2.2 Employees performance

Performance is described as the attained result of skilled workers in some specific situations (Prasetya & Kato, 2011). Dharma (1991) thought that the performance is somewhat that is prepared, or products shaped and offered by a cluster of people. Brandt, Krawczyk & Kalinowski (2008) said that there is a disagreement between employee personal life and performance (Memari, 2013).

Mangkunegara (2009) explain that "performance is output, in quality and quantity that obtain by human resources on certain time period in implementing their work appropriate to their responsibility". Mathis & Jackson (2008) define performance as what they do and do not.

Employee performance is measure by quantitative and qualitative aspect. Quantitative aspect is consists of (1) work process and work condition (2) period of time to do the job (3) number of mistakes (4) number and type of return. Qualitative aspect is consists of (5) quality of work (6) ability of working (7) capability to use facility (8) ability to evaluate customer complaint or objection (Mangkunegara, 2009). According to from several conducted researches, it can be identified that there are twenty kinds of different performance information objectives that can be classified in four categories: (1) evaluation which stresses on individual comparison, (2) a development that stresses on transformations inside an individual by initiating oneself in a period of time, (3) system maintenance, (4) the documentation of human resources decisions. This information can be used as background for the manager to decide policies and other programs related to employees performance. Reported that transformational leadership has a positive influence on employees 'satisfaction and performance.

### 2.3 Transformational Leadership and Employee Performance

Based on the results of Luthan (2010) literature overview, transformational leader is often use legitimate tactics and result on higher identification and internalization, having better performance and develop their follower.

Literature reviews and studies accumulated in recent years on transformational leadership show its positive association with performance outcomes (Avolio, 1999; Avolio, Bass, & Jung, 1995; Low *et al.*, 1996). Similarly, meta-analyses covering empirical studies indicate that there is a strong connection between transformational leadership and subordinates' formal task performance and contextual performance; i.e., undertaking actions that go beyond formal roles, but that also contribute to the good functioning of the company (Judge & Piccolo, 2004). Schermerhorn (1989) found that Employee performance is one of the most notable indicators in evaluating organizational performance. Wall *et al.* (2004) observed that employee performance as quality and quantity achieved by individuals or groups upon fulfilling a task. Munchinsky (2003) proposed that employee performance is a set of employee behaviors that can be measured, monitored and evaluated in terms of achievement at the individual level. According to Schermerhorn (1989), job performance is the result of quality and quantity once employees complete a mission. Several studies have been conducted to explore ways of enhancing employee performance. (Park *et al.*, 2003; Tessema and Soeters, 2006). Kahya, (2009) found that performance can be described as the duties performed by the employees in organizational working environment. According to Amos *et al.* (2004), the effective management of individual performance is essential to the implementation of organizational strategies.

Howell and Frost (1989) from the studies concluded that individuals working under a transformational leader had higher task performance (in terms of the number of courses of action suggested and quality of performance), higher task satisfaction and lower role conflict and ambiguity in comparison to individuals, working under considerate leaders or under structuring leaders. A leader's vision and vision implementation through task cues affects performance and many attitudes of subordinates (Kirkpatrick & Locke, 1996). Baum, Locke, and Kirkpatrick (1998) found additional support for this in their study. They concluded that vision and vision communication have positive effects upon organizational level performances. Strength of delivery of vision by the leader is an especially important determinant of perceptions of transformational leader and the relationship between a leader's personal attributes.

McNeese-Smith (1996) show that transformational leadership has a positive and significant relation to production employee performance, with Pearson (r) results 0.31 (significant at 0,001). In fact, transformational leadership do raise subordinates' performance by (1) the raise of subordinates' awareness on how importance expected results are, (2) asking individuals to prioritize others over one self, and (3) transform subordinates' level of needs or widen subordinates' needs. Employees' performance shows attitude and behavior of subordinates on their leader. A satisfied person will do positive things and contributes to the manager to achieve organization's objectives while an unsatisfied person will develop a negative attitude and will not be willing to help the manager to achieve organization's objectives. Transformational leadership is more reliable in rising employees' performance because with the three dimensions influence it will help to develop pride, attention, respect and the feeling to create ideas as a facility for self-actualization which leads to the rising level of subordinates' satisfaction. Several researches (Avolio, 1999; Bass & Avolio, 1990) have also showed a significant influence between leadership style and employee work performance. Studies that have been conducted by stated that transformational leadership has a significant influence on subordinates' level and work performance. In addition, a study conducted by tested transformational leadership on subordinates' performance. The result showed that there is a positive additional influence of transformational on subordinates' performance. While ensure that the organization will be willing and accepting transformational leadership if adaptation is its main objective. Transformational leadership has a positive influence on employee performance.

Based on the above literature review, the study is designed to test the following **Hypothesis:**

- To see the relationship of transformational leadership (along with its sub factors i.e., idealized influence attribute, idealized influence behavior, inspirational motivation, intellectual stimulation, individualized consideration) with the performance of their employees of high and low performing industrial units.
- Transformational leadership (along with its sub factors i.e., idealized influence attribute, idealized influence behavior, inspirational motivation, intellectual stimulation, individualized consideration) would be significantly and positively related to the performance of their employees.

### 3. METHODOLOGY

#### 3.1 Research design and Sampling

In the present research correlation design was used to see the relationship of transformational leadership with employee performance in high and low performing industrial units. Further t-test was computed to see the difference between high and low performing units in terms of transformational leadership and employee performance.

#### 3.2 Sampling

The sample of the study involved 300 participant including 150 managers and 150 workers in total. 15 each from 10 high performing and 10 low performing industrial units along with their 50 workers each directly working under them.

#### 3.3 Tools Used

The following tools have been used in the present research to observe the transformational leadership and employee performance of High and Low performing industrial units.

#### *Transformational Leadership Scale (Dubey and Pal, 2004).*

Transformational leadership scale is a standardized five point scale developed by Dubey and pal (2004), containing 16 items comprising five sub factors i.e. idealized influence (attribute), idealized influence (behavior),



inspirational motivation, intellectual stimulation, individualized consideration that describe the qualities of Transformational leadership with adequate reliability (71 to.93) and validity and widely used in research work.

### *Administration and Scoring of Transformational Leadership Scale*

This scale was administered to the subjects individually, following the instruction of the scale as mentioned by the author. After obtaining the responses, the item assigned to the sub factor were added to get the score of that sub factors and finally the sub factor scores of each sub factors were added to get the overall score of the participants on the transformational leadership. The higher the score of the participants on the scale indicate higher the level of highly transformational leadership and lower the score of the participants on the scale indicate lower the level of transformational leadership.

### **3.4 Employee Performance review (EPR) Form**

The employee performance review has been designed by the organizations and is standardized scale applicable for any organization. It is widely used by the organization to evaluate the performance of their employees. This review has 15 performance evaluation skills related to performance. This is a three point scale. These categories of response are scored as 3 for excellent, 2 for good, 1 for fair and 0 for poor performance in organization showing the performance of employee in group and individually. The sum up high score shows the high performance and low performing score indicates low performing performance.

## **4. RESULTS AND CONCLUSION**

To observe the relationship of transformational leadership with performance of the employees of high and low performing industrial units, Correlation analysis was applied .On the scores of the participants of high and low performing industrial units separately followed by the t-test to see the difference between the employees of high and low performing industrial units in terms of transformational leadership and performance of their employees and the result was analyzed as:

### **Correlation analysis**

- Transformational Leadership and Performance

The result of the present study showed that the scores of the overall transformational leadership is positively and significantly correlated with scores of Performance of the employee ( $r = .635^{**}$   $p < .01$ ).

The 'r' value also came out significant and positive with the sub factors of transformational leadership and the performance of their employee i.e. idealized influence ( $r = .763^{**}$   $p < .01$ ) attribute, idealized influence behavior ( $r = .647^{**}$   $p < .01$ ), inspirational motivation ( $r = .673^{**}$   $p < .01$ ), intellectual stimulation ( $r = .683^{**}$   $p < .01$ ), individualized consideration ( $r = .784^{**}$   $p < .01$ ) in high performing industrial units (see table 4.1).

Whereas in case of low performing industrial units, the correlation of overall transformational leadership and is also significant and positive with the performance of their employee ( $r = .695^{**}$   $p < .01$ ).

The correlations values of the sub factors, idealized influence ( $r = .701^{**}$   $p < .01$ ) attribute, idealized influence behavior ( $r = .724^{**}$   $p < .01$ ), inspirational motivation ( $r = .637^{**}$   $p < .01$ ), intellectual stimulation ( $r = .642^{**}$   $p < .01$ ), individualized consideration ( $r = .694^{**}$   $p < .01$ ) of transformational leadership is also came out significant and positive with performance of their employee. (Table 4.2)

**Table 4.1**  
**Correlation Table of High Performing industrial Units**

Sr. No.	II(A)	II(B)	IM	IS	IC	OTL	P
Idealized Influence (Attributes)	1	.583**	.539**	.802**	.994**	.738**	.763**
Idealized Influence (Behaviour)		1	.451**	.524**	.575**	.542**	.647**
Inspirational Motivation			1	.370**	.503**	.625**	.673**
Intellectual Stimulation				1	.804**	.674**	.683**
Individualized Consideration					1	.732**	.784**
Overall Transformational Leadership						1	.635**
Performance							1

\* =.01 level of significance

**Table 4.2**  
**Correlation Table of Low performing industrial Units**

Sr.no	II (A)	II (B)	IM	IS	IC	OTL	P
Idealized Influence(Attributes)	1	.922**	.775**	.842**	.958**	.782**	.701**
Idealized Influence(Behaviour)		1	.670**	.793**	.881**	.728**	.724**
Inspirational Motivation			1	.632**	.693**	.687**	.637**
Intellectual Stimulation				1	.869**	.709**	.642**
Individualized consideration					1	.667**	.694**
Overall Transformational Leadership						1	.695**
Performance							1

\*\* =.01 level of significance

### ‘t’ Test analysis

Further in order to see the difference between high and low performing industrial units employees in terms of transformational leadership and performance of their employee t-test was computed (See Table 4.3). The results showed the significant differences between high and low performing industrial units employees on the score of idealized influences attributes ( $t=16.87^{**}p<.01$ ), idealized Influence behavior ( $t=10.183^{**} p<.01$ ), inspirational motivation ( $t=4.684^{*}p<.01$ ), Individual-consideration ( $t=8.742^{**}p<.01$ ), overall transformational leadership ( $t=12.130^{**}p<.01$ ), the performance of their employee except intellectual stimulation ( $t=62.591^{**}p<.01$ ).

Further the mean value scores of overall transformational leadership ( $M=66.28$ ) of high industries and its sub factors idealized influence ( $M=15.40$ ) attribute, idealized influence Behavior ( $M=15.08$ ), inspirational motivation ( $M=8.14$ ), intellectual stimulation ( $M=10.56$ ), individualized consideration ( $M=16.38$ ) performance of their employee ( $M=40.12$ ) is higher than the mean value scores of the overall transformational leadership ( $M=47.52$ ) low performing industrial units and its sub factors idealized influence ( $M=11.16$ ) attribute, idealized influence behavior ( $M=11.04$ ), inspirational motivation ( $M=4.54$ ), intellectual stimulation ( $M=10.24$ ),

individualized consideration (M=10.18) organizational commitment (M=25.10) and performance of their employee (M=20.76).

**TABLE 4.3**  
**t - test table of High and Low performing industrial units**

Variables	Industrial Units	Mean	Std. Deviation	t-test
Idealized influence (Attributes)	Low performing	11.16	1.31491	16.872**
	High performing	15.40	1.19523	
Idealized influences (Behaviour)	Low performing	11.04	1.32419	10.183**
	High performing	15.08	2.47304	
Inspirational Motivation	Low performing	4.54	.73429	4.684*
	High performing	8.14	.51985	
Intellectual Stimulation	Low performing	10.24	1.25454	1.332*
	High performing	10.56	1.14571	
Individualized Consideration	Low performing	10.18	1.28873	8.742**
	High performing	16.38	1.22708	
Overall Transformational Leadership	Low performing	47.52	5.49716	12.130**
	High performing	66.28	4.60350	
	High performing	32.50	2.22463	
Performance	Low performing	20.76	1.43655	62.591**
	High performing	40.12	1.64924	

\*\*=.01 level of significance.

\*=.05 level of significance.

In nutshell, the result of the present study showed that:

1. The scores of overall transformational leadership in terms of its sub factors are significantly and positively correlated with score of performance of their employees of both high and low performing industrial units.
2. The scores of sub factors of transformational leadership i.e., idealized influence (attribute), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration are significantly and positively correlated with score of performance of their employees of both high and low performing industrial units.
3. There is significant difference between high and low performing industrial units on the performance of their employees.
4. The mean values scores of high performing industrial units on the performance of their employees are higher than the mean value scores of the employees of low performing industrial units.

## 5. DISCUSSION AND CONCLUSION

Further, the result of the correlation analyses showed that the scores of overall transformational leadership along with its sub factors are positively and significantly correlated with the scores of performance of their employees (See Table 5.1 and 5.2). Thus, indicating the significant and positive relations of overall transformational leadership along with its sub factors with performance of their employees in both high and low performing industrial units. Further, the result of the t-test showed significant difference between high and low performing industrial units on their scores of overall transformational leadership and performance of their employees as well and the mean value scores of high performing industrial units is higher than mean value scores of low performing industrial units on their transformational leadership and performance of their employee.

Therefore the result of present study confirms the significant and positive relationship of overall transformational leadership along with its sub factors (i.e. idealized influence (attribute), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration) with the performance of their employees. Thus, indicating higher the practice of transformational leadership in the organization higher the performance of their employees and vice –versa.

The result of the present study corroborates the result of the earlier work done in the field directly and indirectly. Luthan (2010) transformational leader is often resulting on higher identification and internalization, having better performance. Literature reviews and studies accumulated in recent years on transformational leadership showed its positive association with performance outcomes (Avolio, 1999; Avolio, Bass, & Jung, 1995; Low performing *et al.*, 1996; Dumdum, Low performing & Avolio, 2002). Schermerhorn (1989) found that Employee performance is one of the most notable indicators in evaluating organizational performance. Wall *et al.* (2004) found that Employee performance achieved by individuals is contingent upon fulfilling a task. Munchinsky (2003) proposed that employee performance is a set of employee behaviors that can be measured, monitored and evaluated in terms of achievement at the individual level.

A leader's has vision and vision implementation through task cues affects performance and many attitudes of subordinates (Kirkpatrick & Locke, 1996). Baum, Locke, and Kirkpatrick (1998) found additional support for this in their study. They concluded that vision and vision communication have positive effects upon organizational level performances. Strength of delivery of vision by the leader is an especially important determinant of perceptions of transformational leader and the relationship between a leaders's personal attributes.

Hence, the result of the present study confirms the **hypotheses no. 2 i.e. Overall Transformational leadership along with its sub factors i.e., idealized influence (attribute), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration is significantly and positively related to performance of their employees.**

## 6. LIMITATION AND IMPLICATIONS OF THE STUDY

As it is true for every research, certain limitations were there in the present study as well. The study was conducted at some particular organizations of the state. Therefore, generalization of findings to the total population of the organization from Haryana is limited. Further, the study investigated the impact of transformational leadership on organizational commitment and employees' performance. There are more psychological economical and environmental variables that could be affected on performance.

The present study would be implacable at all levels of industries. It's helpful for the leaders to create a positive commitment to their employees for enhancing the performance and competing their mission and vision of organization. This study conclude that a transformational leader inspire, innovating, motivating, considering and helping to improving employee intellectual stimulation in a sound.

## 7. LEADERSHIP CHARACTERISTICS TRANSFORMATIONAL THAT IMPACT PERFORMANCE

In order to put your organization in a position to grow effectively and on a consistent basis, leaders with the following characteristics not only make them an effective leader but also a transformational leader. Transformational leader enhance the following quality of working employees for achieving their goal and performance;

**Internal motivation and self-management:** Transformational leaders find motivation from within and use that as the driving force to effectively manage the direction of the company. The best natural form of motivation is to love what you do and ensure that your values are aligned with the organization you work with.

**The ability to make difficult decisions:** Difficult decisions are a part of being a leader. Transformational leaders do not back away or put off tough decisions. Difficult decisions are made easier when decisions align with clearly defined vision, values, goals, and objectives.

**Check their ego:** When placed in a position of power, it is easy to let your ego get the best of employees. However, transformational leaders keep their ego in check and do not let it get in the way of doing what is best

for business. The benefit of checking workers ego ensures leadership put the company first over personal gain and encourages the best input from others within the organization because when the company succeeds, as a leader also succeeds.

**Willing to take the right risks:** Anyone can take a risk. Transformational leaders take calculated risks that more often than not result in positive outcomes. Trusting workers instinct, as well as team to gather the necessary intelligence is important. Trusting employees gut is easier when you have taken the time to research, evaluate and inform your decisions with input from those around. Failure to take the appropriate risks and make these difficult decisions will inhibit change and employees ability to grow.

**Organizational consciousness:** Transformational leaders share the collective conscious of their organization. They understand what actions to take to evoke change, spur innovation, and make decisions that will create growth. Since their own values are aligned with the organization they share a joint purpose with the organization and do not just view their position in the company as just a job.

**Adaptability:** Transformational leaders are willing to adapt and are always seeking new ways to respond to a constantly changing business environment. To know that the second they stand still is when they will be passed by their competitors; which means they are open-minded to change and lifelong learners.

**Willing to listen and entertain new ideas:** It is a rare individual who can build an empire. Transformational leaders understand that success is a team effort and growth is derived from the willingness to be open and listen to ideas from all levels of their organization. Transformational leaders create intentional ways to listen to their team and incorporate their insights.

**Inspiration:** People want to be inspired. Transformational leaders have the ability to make those around rise to the occasion. Inspiration comes not just from a formal motivational speech or simple recognition for a job well done, but by treating people as individuals and taking the time to understand what motivates and inspires their team.

**Proactive:** Transformational leaders are proactive decision makers. They do not wait around for others to make decisions and then react. They are willing to take risks, try new things and take an innovative approach to growing the organization. However, they also understand how to manage risk and make decisions that are backed by research, multiple insights and are well thought out.

**Visionary:** Being a visionary is about setting a realistic and concise company mission, vision, and values that fit the culture of your organization. Transformational leaders have the ability not only to effectively communicate the vision, but also get every person to buy in and work toward that vision by communicating with passion and clearly emphasizing the direction they want the company to pursue.

Transformational leaders constantly strive to have these characteristics. Developing these characteristics is what separates industries that are led by managers versus leaders.

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