

**Research Article****TRANSFORMATIONAL LEADERSHIP AND ITS RELATIONSHIP WITH EMPLOYEE PERFORMANCE, EMPLOYEE EMPOWERMENT, ATTITUDE AND BEHAVIOUR****\*Elizabeth Oluwakemi Ayandibu and Ayansola Olatunji Ayandibu**

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**Abstract**

Despite various public organisations beset by leadership instability which stifle their smooth operations, continued leadership crisis has dramatically changed the fabric of the contemporary workforce. However, the multiplicity of conflicting but coexisting narratives about the relationship between transformational leadership, employee performance, employee empowerment, attitude and behaviour as prompted this empirical study to be undertaken. The purpose of this study is to examine the transformational leadership and its relationship with employee performance, employee empowerment, attitude and behaviour. This study utilised the quantitative research method to explain the current phenomenon. The study was conducted on the public organisation in Ilorin Kwara State, Nigeria. Based on the total population of 290, the sample size of 165 was selected to participate in the study. The study provides strong evidence indicating the significant relationship between transformational leadership and employee performance. The study also detected the significant relationship between transformational leadership and employee empowerment, attitude and behaviour. Based on the findings of the study, the managers should ensure that teams are rewarded for their achievements. Transformational leaders should also allow their followers to identify the skills they need for future work.

**Keywords:** Transformational leadership, Employee performance, Employee empowerment, Attitude and behaviour.

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**INTRODUCTION**

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. Several leadership approaches have been developed over the past decades to assist organisations achieve their desired objectives, namely transformational, transactional, charismatic and servant leadership (Aboramadan & Dahleez, 2020). 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 (Ahmad, Shafique, Qammar, Ercek & Kalyar, 2022). 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). 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 (Abd El Muksoud, Metwally and Ata, 2021). 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. Although several studies were carried out on transformational leadership and employee performance, very little have been conducted to establish the correlation between the transformational leadership style and employee performance in the Nigerian work context, 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 one of the government parastatals in Nigeria. The study sought to accomplish the following objectives: To investigate the relationship between transformational leadership style and employee performance in a government parastatal; To examine the extent to which transformational leadership style affects organizational performance in a government parastatal; To determine how the transformational leadership style influence employee attitude in a government parastatal. To evaluate the effect of transformational leadership style on employee behavior in a government parastatal; To investigate what of

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relationship exist between transformational leadership style and employee performance in a government parastatal. The study sought to examine the following objectives:

- To examine the extent to which transformational leadership style affects performance.
- To evaluate the effect of transformational leadership style on employee behaviour.
- To examine the impact of transformational leadership style on employee empowerment.
- To determine how the transformational leadership style influences employee attitude.

## LITERATURE REVIEW

### Transformational leadership style

Several studies (Ahmad *et al.*, 2014; Chemobo *et al.*, 2014; Orabi, 2016; Alqatawenh, 2018; Nugroho, Asbari, Purwanto, Basuki, Sudiyono, Fikri, & Xavir, 2020; Situmorang & Wardhani, 2022; Muharam, 2023) 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; Muharam, 2023). 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 organization (Wardhani, 2022). 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.

### The concept of employee performance

Employee performance has received much attention from researchers over the past decades (Saeed *et al.*, 2013; Muda, Rafiki & Harahap, 2014; Kuria & Nzuve, 2015; Kalsoom, Khan & Zubair, 2018; Riyanto, Endri, & Hamid, 2021; Chi, Vu, Nguyen & Truong, 2023). 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 (Kalsoom, Khan, & Zubair, 2018). 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) 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.

### The concept of 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.

### 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.

### 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.

### 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; Purwanto, 2022). 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.

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 (Purwanto, 2022). 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.

### **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. 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 (Park, Han, Kim & Kim, 2022). 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.

### **Theoretical framework**

This study is underpinned by 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 (Fleener, 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).

### **METHODOLOGY**

This study utilised the quantitative research method to explain the current phenomenon. The study was conducted on the public organisation in Ilorin Kwara State, Nigeria. The total population for the study was 290. 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. Since the study proposed the use of the quantitative method, the best sampling method to be employed was probability sampling. However, this study utilised simple random sampling. 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. Odoh (2015) asserted that the probability sampling design provides a known non-zero chance of selection from each population element. Based on the total population of 290, the total sample size of 165 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. The data collection instrument that was employed in this study is the questionnaire. In this study, questionnaires were designed and administered to the respondents because they are cheaper than personal interviewing and quicker if the sample is large and widely dispersed. 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. Cronbach's alpha coefficient was used to measure/test the reliability of the research instrument. Both descriptive and inferential statistics were further used to interpret the data or results in the study. 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.

## RESULTS

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. The kinds of inferential statistics used were Pearson's moment correlation, Anova, Post Hoc Scheffe's Test, t-test, Cronbach's alpha coefficient, and factor analysis.

**Table 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 1 above revealed 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.

**Table 2. Reliability- Cronbach's Alpha Coefficient**

Dimensions	No of Items	Cronbach's Alpha Coefficient Scores
Transformational leadership style effectiveness	18	0.889
Employee performance	5	0.954
Organisational performance	6	0.653
Employee behaviour	18	0.657
Employee attitude	11	0.801

From the Table 2, there are five items measuring the influence of transformational leadership style on employee performance. 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 was statistically reliable, hence, acceptable. Again, there were six (6) items measuring the influence of transformational leadership on the performance. 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. 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 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. 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 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.

### Inferential analysis

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

Transformational leadership style and employee performance

The relationship between employee performance and transformational leadership style are shown in Table 3.

**Table 3. Transformational leadership style and employee performance**

Dimension	r/p	Transformational Leadership
Employee performance	R	0.067
	P	0.404*

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

Spearman's correlation coefficient,  $r$ , was .067. This is statistically significant ( $p < 0.0005$ ). Table 3 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.

### Transformational leadership and employee attitude

The relationship between transformational leadership and employee attitude is shown in Table 4.

**Table 4 Transformational leadership and employee attitude**

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

Pearson' correlation coefficient,  $r$ , was .756, which was statistically significant ( $p < 0.0005$ ). Table 4 depicts that the correlation between the two variables was 0.756 which indicates that transformational leadership and employee performance were positively correlated. Therefore, it can be concluded transformational leadership style positively influenced employee attitude.

### Transformational leadership and employee behaviour

The relationship between transformational leadership style and employee behaviour is shown in Table 5.

**Table 5. Transformational leadership and employee behaviour**

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

Pearson' correlation coefficient,  $r$ , was .351 which was statistically significant ( $p < 0.0005$ ). Table 5 depicts that the correlation between the two variables was 0.351 which indicates that transformational leadership and employee behaviour were positively correlated. The results of the study suggest that there was a statistically positive association between transformational leadership style and employee behaviour.

### Transformation leadership and empowerment

The relationship between transformation leadership and empowerment is shown in Table 6.

**Table 6. Transformational leadership and employee empowerment**

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

There was a moderate positive interrelationship between the transformational leadership style and the empowerment. Spearman's correlation coefficient,  $r$ , was .513. This is statistically significant ( $p < 0.0005$ ). Table 6 depicts that the correlation between the two variables was 0.513 which indicates that transformational leadership and empowerment were positively correlated.

## DISCUSSION

The findings revealed that there is a significant relationship between transformational leadership style and employee empowerment. The results of this study were congruent with a study carried out by Choi, Goh, Adam and Tan (2016) on transformational leadership, empowerment, and job satisfaction: the mediating role of employee empowerment and revealed the impact of transformational leadership on the job satisfaction in nursing staff. The findings of this study were also in line with a study conducted by Gill, Fitzgerald,

Bhutani, Mand and Sharma (2010) on the relationship between transformational leadership and employee desire for empowerment and found a positive relationship between transformational leadership and employee desire for empowerment. The findings of this study were also in agreement with a study conducted by Boonyarit, Chomphupart and Arin (2010) on leadership, empowerment, and attitude outcomes and revealed that perceived transformational leadership of the direct supervisors was positively related to teachers' psychological empowerment. A study carried out by Allameh, Heydari and Davoodi (2012) on the relationship between transformational leadership and psychological empowerment of teachers in Abade Township revealed a significant relationship between transformational leadership and degree of psychological empowerment. Allameh *et al.* (2012), Boonyarit *et al.* (2010), Choi *et al.* (2016) and Gill *et al.* (2010)s' studies did not specifically address the relationship between transformational leadership and empowerment in Nigerian public organisations context. Hence, the current study extends knowledge in the area leadership.

The results of this study revealed a significant relationship between transformational leadership and employee attitude. The findings are in line with a study carried out by Mester, Visser, Roodt and Kellerman (2013) on leadership style and its relation to employee attitudes and behaviour which found that transformational leadership did not correlate significantly with the constructs of job involvement and job satisfaction. A study carried out by Birasnav, Rangnekar and Dalpati (2011) on the transformational leadership and human capital benefits found that transformational leaders have potential to affect human capital benefits. The results of this study were related to a study conducted by Belias and Koustelios (2014) on transformational leadership and job satisfaction in the banking sector found that shows that contemporary job satisfaction is related to leadership style. The findings of this study are aligned to research conducted on Belonio (2012) on the effect of leadership style on employee satisfaction and performance of bank employees in Bangkok which revealed that transformational leadership style was seen to have a positive effect on employee job satisfaction. Mester, Visser, Roodt and Kellerman (2013), Birasnav, Rangnekar and Dalpati (2011), Belias and Koustelios (2014), Belias and Koustelios (2014) and Belonio (2012)s' studies did not specifically address the relationship between transformational leadership and employee attitude. Hence, the current study adds new knowledge in the area leadership.

The findings of the current study revealed that there is profound relationship between transformational leadership style and employee behaviour. The results of this study aligned to Trmal, Bustamam, and Mohamed (2015) study who 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. Trmal, Bustamam, and Mohamed (2015) also found that transformational leadership is effective, in that it drives changes in individual behaviour. The findings of this study are consistent with a study conducted by Abou-Moghli (2018) on analysing the significance of transformational leadership on organizational creativity of employees who found that transformational leadership is significant in ensuring the organizational creativity of their employees. The results of this study concur

with a study carried out by Schaubroeck, Lam and Cha(2015)on embracing transformational leadership which revealed that transformational leadership influenced team performance through the mediating effect of team potency. Trmal *et al.* (2015), Abou-Moghli (2018) and Schaubroeck *et al.* (2015)s' studies did not specifically address the relationship between transformational leadership and employee behaviour. Hence, the current study adds new knowledge in the area leadership. The results of the current study revealed that there is relationship between transformation leadership and performance. A study conducted by Asrar-ul-Haq and Kuchinke (2016) on the impact of leadership styles on employees' attitude towards their leader and performance found that there exists a significant relationship between transformational leadership and employee performance outcomes. 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. A study conducted by Ojokuku *et al.* (2012) on explore the effect of leadership styles on performance in selected banks, in Ibadan Nigeria, revealed that transformational and democratic leadership styles enhance organisational efficiency. Widayanti and Putranto (2015)'s study found that transformational and transactional leadership has a significant effect on employee performance, either partially or concurrently. A study conducted by Ojokuku *et al.* (2012) on the effect of leadership styles on performance in selected banks, in Ibadan Nigeria revealed that transformational and democratic leadership styles enhance organisational efficiency. Naeem and Khanzada (2018) studied 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. Asrar-ul-Haq and Kuchinke (2016), Naeem and Khanzada (2018),Ojokuku *et al.* (2012) and Naeem and Khanzada (2018)s' studies did not specifically address the relationship between transformational leadership and performance in Nigerian public organisations context. Hence, the current study extends knowledge in the area leadership.

## Conclusion

The purpose of this study is to examine the transformational leadership and its relationship with employee performance, employee empowerment, attitude and behaviour. This study utilised the quantitative research method to explain the current phenomenon. The study was conducted on the public organisation in Ilorin Kwara State, Nigeria. Based on the total population of 290, the sample size of 165 was selected to participate in the study. The findings revealed that there is a significant relationship between transformational leadership style and employee empowerment. The results of this study revealed a significant relationship between transformational leadership and employee attitude. The findings of the current study revealed that there is profound relationship between transformational leadership style and employee behaviour. The results of the current study revealed that there is relationship between transformation leadership and performance.

## Implication of the study

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 enables the followers to effectively perform the responsibilities assigned to them. The managers should ensure employees are involved in decisions to promote 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. The managers should ensure that teams 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 organizational objectives. There are a number of benefits that may be derived from this study. To begin with, the study contributes to the existing body of knowledge on leadership and performance, not only in the Nigerian context, but in the world at large. The study helps 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 serves as a guide to leaders on how to motivate their employees to increase their performance within the organisation. The study also provide possible solutions to leadership challenges within the INEC so as to address the performance problems of the employees. The study could also be used as a reference point of material for academics, researchers, and students who wish to conduct similar research in the future.

## Limitations of the study

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 investigate the relationship between a transformational leadership style and employee performance. Thisallow 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.

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