

# Conceptual Review on Impact of Leadership Style on Employee Performance

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**ABSTRACT:** Leadership is simply “the art of influencing people so that they will strive willingly towards the achievement of goals” (Igbaekemen, 2014). Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organization (Alghazo & Al-Anazi, 2016). Managers and leaders play a critical role in achieving productivity in organizations, as they are in charge of setting direction and executing, on behalf of all employees to achieve organizational goals. This paper theoretically explores the impact of managers’ leadership styles on subordinates’ performance. It has followed comprehensive literature review as the main research tool and the paper is framed as a concept paper with the discussion on empirical insights. Finally, it concludes the paper with some research directions and priorities for the future studies.

**KEY WORD:** Employee Performance, Full Range Leadership Model, Leadership Styles, Transactional Leadership, Transformational Leadership

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## I. INTRODUCTION

Leadership is key to good performance since it coordinates both utilization of human and other resources in the organization (NawoseIng’ollan & Roussel, 2017). Good leader motivates employees and motivated employees does not only increase his or her job performance and commitment within an organization, but also goes beyond the job requirements thus increasing the organization’s general performance and making it more profitable. To minimize this pressure and to induce growth of the organizations, employee commitment is a crucial need. According to Hersey & Blanchard (1984), at least equal emphasis must be given to improve the quality of leadership if business is to succeed in achieving greater employee commitment and thereby its profitability. Many previous studies have identified that employee commitment and leadership styles are major factors which determines the success or failure of an organization (Brockner et al., 1992; Meyer et al., 2004; Allen & Myer, 1990; Bass, 1997; Bass et al., 2003; Trottier et al., 2008)

Allen & Myer (1990) stated that, improved employee commitment would have benefitted in leadership effectiveness, improved employee performance, reduced turnover and non-attendance. It is important to have “high relationship” between the management (Leaders) and employees to accomplish organizational objectives and goals (Babatunde, 2015). Therefore, to improve productivity in an organization high employee performance is a vital requirement which exclusively depends on leadership style. However, for managing the employees and organization widely, leadership has involved as a new effective approach recently (Iqbal, Anwar & Haider, 2015). Traditional concepts of leadership styles have been replaced with strategic integration of new leadership styles into effective management of employees and to improve the employee performance (Iqbal, Anwar, & Haider, 2015). Kenneth and Heresy (1988) emphasized that, “effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operate”. To improve performance of an employee, leaders may use different leadership styles when necessary to serve a particular purpose within an organizational setting. However, all the styles practicing within the organization should capable of developing the talent of the employees.

According to Bass & Avolio (1993), leadership styles are behaviors or processes that leaders conduct or participate in that enable extraordinary things to be done in or by the organization. Businesses need skilled, knowledgeable and dedicated employees as an effective team member to succeed. However, interactions between colleagues and leaders have largely affected for the employee commitment. Commitment is complex and continuous, and requires employers or managers to discover ways of enhancing the work life of their employees (Meyer et al., 2004; Avolio et al. 2004). Failure to ensure this by leaders can lead to the loose of valued employees who place an exceptional on the success of organization. Thus, the commitment of competent employees is critical to the success of the organization.

### **1.1. Purpose of the Study:**

The importance of leadership style is not unknown and it is shown by a significant number of studies that have been conducted on leadership style in developed and developing countries (Babatunde, 2015; Iqbal, et al., 2015; Mohammed, et al., 2014; Paracha, et al., 2012; Zumitzavan & Udchachone, 2014). Today, the high pressure on the businesses, the long work hours, stress, employees' lack of commitment, job dissatisfaction and high employee turnover in most of the organizations have intensified the need for effective leadership. In order to maintain the growth and achieve higher objectives, the top management in the organizations needs to understand the problems and make strategies to satisfy, retain, and motivate employees to exert extra efforts. In other words, it needs such leadership that enables the employees achieve organizational goals efficiently and effectively. Leaders should have the ability to motivate its employees to exert extra efforts to achieve higher goals. Moreover, the existing leadership (managers) should adopt such leadership styles that help to augment subordinates' satisfaction, their efforts and performance. According to the Full Range of Leadership (FRL) model by Bass and Avolio (1994), the most effective leadership styles are transformational and transactional leadership styles, if adopted collectively, to motivate subordinates, influence their behaviors and attitudes and improve their performance. Although FRL model has been validated in numerous settings to measure the impact of both transformational and transactional leadership styles, yet

the researchers are unable to reach some final conclusion that what types of leadership styles should be used in which settings. It might be due to the difference of organizational culture. Leadership is not the same thing across cultures (Bhagat & Steers, 2009) and leadership styles may be perceived differently in different settings. Therefore, there is an acute need to study this concept to examine the universality of Full Range Leadership model. Accordingly, the purpose of the current study is to examine the impact of full range leadership styles on the employee performance.

### **1.2. Methodology:**

In this research the author follows a deductive approach where the explanations and arguments are supported by empirical evidences and associated theories. The researcher has reviewed journal articles, industry publications as well as reports from credible web sites to understand "the extent to which the leadership styles impact on employee performance". Accordingly, literature review was employed as the main research tool. The paper is organized as a concept paper whilst arguments were empirically supported. Finally, the author discusses and conclude the paper postulating future research directions in line with the synthesized discussions.

## **II. THEORETICAL BACKGROUND:**

### **2.1 Leadership:**

Leadership is an art of motivating a group of people to achieve a specific goal. Alan Keith (2009), defined leadership "is ultimately about creating a way for people to contribute to making something extraordinary happen". Moreover, according to Hersey and Blanchard (1988) "Leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation". In order to improve the organizational performance leaders are required to motivate organizational members by developing the future vision. It is the human factor which binds a group together and to improve their performance and to direct them towards goals (Adair, 2002). Therefore, leadership can also be defined as "a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals" (Omolayo, 2007), and transforms potential into reality.

A leader can be defined as "a person who delegates or influencing others to act to carry out specified objectives" (Mullins, 2004). Therefore, Koudri (1999), suggested that, leaders have to deal and cope with change, focusing on the long-term and the big picture, not always doing to safe himself in fact to take risks, and concentrating on people and their values, not just the bottom line. Therefore, leadership has fundamental aim to raise the performance of human behaviour and ethical aspiration of both leader and the management rather simply using people and their potential for fulfilling an organization's goals. The effective leadership highly influence on the performance, behaviours and attitudes of employees. Hence, according to Collins (1995) Leadership is more focus on empowerment rather than control for the development of employees' performance. Therefore, organizations required effective leaders who can adopt to the rapidly changing global environment with appropriate leadership styles. Moreover, good leader should have ability to employ most suitable leadership style which best fits with the organizational culture to improve employee performance.

### **2.2 Leadership Styles:**

According to DuBrin (2001) Leadership style can be define as "a relatively consistent pattern of behaviour that characterizes a leader". Various types of leadership styles exist in working environment. These styles may affect the effectiveness and performance of employees in many ways. According to Oladipo et al (2013), the success or failure of proper organizations, nations and other social units has been largely credited to

the nature of their leadership style. Therefore, some organizations employ different leadership styles within their organization considering the departmental needs and necessary tasks to be completed.

### **2.3 The New Leadership Approach: The Full Range of Leadership Model:**

Leadership theories had focused primarily on making operations more efficient, through looking for ways to increase production and improve operations. Bass (1985) stressed that in leadership theories, employee motivation was considered not the key; but only the vehicle. Further, Vroom's expectancy theory (1982) demonstrates that employees are motivated by receiving rewards and avoiding punishment. Thus, employees tied their level of effort to their expected outcome. Accordingly, Bass (1985), transactional leaders understood the needs of their employees and how to meet those needs in exchange for the appropriate level of effort. On the other hand, researchers also saw situations where individuals were led by visionary and charismatic leaders who helped their organizations achieve more than was believed possible (Bass, 1985; House, 1977; and Bryman, 1992). However, these findings helped lay the foundation for transformational and transactional leadership theory, which later extended to the Full Range of Leadership theory. As per the full range of leadership theory, it identifies the concept of three distinct leadership styles i.e. transactional, transformational, and laissez-faire.

#### **2.3.1 Transformational Leadership:**

Transformational leadership invented as a result of the researcher Bernard M. Bass (1985), which is one of the effective leadership style. According to Bass (1997), the goal of transformational leadership is to 'transform' people and organizations in a literal sense – to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building. Therefore, transformational leaders provide guidance for employees to change the way of looking at opportunities and challenges within their working environment. Leaders seek not only to achieve performance "at expectations" but also to optimize individual, group and organizational development and innovation skills of employees. They encourage their associates to attempt higher levels of potential as well as higher levels of moral and ethical standards. Therefore, transformational leaders are more practical.

Leaders and employees getting time to share fates and interdependence by improving mutual understanding of each other. It enhances them to achieve rewards which is good for the entire organization. According to Bass et al. (2003), transformational leaders will focus on developing their followers by tapping them of their potentials, inspiring them, promoting collaboration, motivating them, and by reinforcing positive behaviours. In such a leadership employee often develop a high level of trust and confidence. Thus, the employees develop a strong sense of loyalty to leaders, after identifying themselves with the leaders.

The style has been composed of four dimensions such as; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Storey, 2004). In fact, all these transformational leadership behaviour (individualized consideration, inspiration, intellectual stimulation and charisma) provides high-performance and active leadership which has positive and high impact on employee satisfaction and improvement of organizational situation (Hoy & Miskel, 2008). These four styles are often referred to as the 'Four I's' of transformational leadership which is described in below.

##### **a. Individualized Consideration**

These types of leaders spend time coaching and teaching their followers after considering each follower needs. all the followers treated as individuals, rather than simply group members. Leaders providing support, open communication and identifying places where challenges could occur enhanced to promote self-development for followers. Moreover, its provides a good opportunity to hold the need for respect and to identify the contribution of each follower to the team.

##### **b. Intellectual Stimulation**

This is the second factor of transformational leadership which tends leader to seek different perspectives of followers while solving a problem. Even though leaders have to take a risk within this behaviour, this style motivates and encourage creativity of followers to look at those problems from a different angle and to get rid of traditional thinking by suggesting new ways of looking at how to complete assignments. Therefore, this style capable of cultivate and develop people who think independently.

Followers are invited to ask questions, to make assumptions and more often re-examine critical assumptions to question if those assumptions are appropriate and accurate. Moreover, for a leader this provides an opportunity to learn about unexpected situations though their followers. This factor of transformational leadership is engrained naturally within the social sector because employees are often attracted to certain non-profits because they are aware of the direct impact they can make.

### **c. Inspirational Motivation**

This is the third factor of transformational leadership, which concerns followers those who talk optimistically about the future; therefore, the leaders articulate a convincing vision to inspire followers. They talk about positive future goals that what needs to be accomplished. Followers have to be more confident about their future goals what need to be achieved. A person who uses inspirational motivation also creates an exciting image of what is essential to consider.

However, this motivational behaviour drives entire group forward with a sense of team spirit, creating general enthusiasm—especially towards difficult challenges. The main objective of this factor of transformational leadership is to maintain optimism throughout all levels of the organization by encouraging them to invest more effort in their tasks considering their abilities.

### **d. Idealized Influence**

Idealized influence is the fourth and final factor of transformational leadership. This provides followers to associate with the leader for high ethical behaviour, instils pride, gains respect and trust which is often connoted or synonymous to charisma. In order to establish good group leaders will go beyond the individual self-interest by making personal sacrifices for others' benefit. These leaders tend to talk about their most important values and beliefs and the importance of trusting one another to demonstrate they are able to reassure others that they can overcome obstacles. Because, members of the organization/ a team consider leader as an iconic image of the values and mission of that organization.

Transformational leadership encourage followers to increase the level of personal commitments to organizational objectives. According to Bass & Avolio (1993) transformational leadership occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir employees to look beyond their own self-interest for the good of the group. Therefore, its leads to have greater productivity for the organization by increasing the capacity, commitment and efforts of the followers (Lok & Crawford, 1999; Mannheim & Halamish, 2008). Consequently, most of the western societies have adopted transformational leadership as a development tool into their organizations. For an example, the Finnish Defence Forces is using widely Deep Lead Model as basic solution of its leadership training and development which is based on the theory of transformational leadership. Moreover, recent study conducted by Chang (2003) found that transformational leadership modes tend to be more acceptable to employees and affect employee job satisfaction level and innovativeness.

### **2.3.2 Transactional Leadership:**

A transactional style of leadership purely concentration on everything in terms of explicit and implicit contractual relationships. Self-interest for the jobs of employees are stressed due to various conditions of employment, disciplinary codes, and benefit structures along with all job assignments. Most of the time less collaboration can be seen among employees because, most of them prefer to work individually. However, transactional leadership allows leaders and follower to work together rather working individually. Moreover, followers are rewarded if they meet targets or performance criteria (Trottier et al., 2008; Bass et al., 2003). Transactional leaders communicate with their subordinates to explain how a task must be done and let them know that there will be rewards for a job done well (Avolio et al. 1991). Transactional leadership gives more weight on meeting specific goals or objectives (James & Collins, 2008; Sosik & Dinger, 2007) established by the leader. Leader should capable of recognizing the followers who should be rewarded based on their performance.

Hence, innovative thinking of subordinates of transactional leaders are not essential. However, based on predetermined performance can be monitored. More effective transactional leaders take appropriate action in a timely manner, whereas Poor transactional leaders may be less likely to anticipate problems and to intervene before problems come to the fore (Bass et al., 2003). Constructive and corrective transactions are the associate behavioural types of transactional leaders. The constructive style is labelled Contingent Reward and the corrective style is labelled Management-by-Exception (MLQ, undated; Bass et al., 2003) which associates with 'management' functions in organizations (Bolden et al., 2003). To achieve these behaviours, transaction leaders should define expectations and execute them.

Having compared to transformational leadership style transactional leadership style is more effectively fits with many settings and occasions although it does not allow to innovations and risks management. Moreover, A transformational leadership style creates a vision and inspires subordinates to strive beyond required expectations, whereas transactional leadership focuses more on extrinsic motivation for the performance of job tasks (Bolden et al., 2003, Trottier et al., 2008; Bass et al., 2003). Transactional leadership accept innovations through reinforcement and rewards, whereas transformational leadership would lead to accept innovations by developing enthusiasm, trust, and openness.

Therefore, considering above argument to improve the employee performance combination of these two leadership styles would minimize the weaknesses in either styles. Bass (1993), have developed the leadership model by considering both transformational leadership and transactional leadership styles based on his belief that they are not ends on a single continuum. For exceptional performance, transformational leadership behaviours need to augment transactional leadership behaviours (Bass and Avolio, 1993). Therefore, the best performance can be achieved by using both transactional and transformational leadership behaviours with subordinates.

Transactional leadership consists of two dimensions. the relationship among those dimensions is oriented toward leader–employee exchanges, and they represent relatively low forms of leader activity and involvement (at least when compared with the transformational dimensions). The transactional leadership dimensions are contingent reward and the active management by exception behaviours. Contingent reward is an interaction process between leaders and employees where leaders exchange promising rewards for good performance and recognize accomplishments. Contingent reward involves identifying employees' needs and facilitating the achievement of agreed objectives, linking both to what the leaders expect to accomplish, and rewarding employees if objectives are met (Bass, 1998). Contingent reward leaders tell an employee what to do if he/she wants to be rewarded for his/her effort and arranges that the employee gets what he/she wants in exchange for achieving objectives (Bass, 1985).

On the other hand, management-by-exception entails enacting pro-active behaviours that try to prevent mistakes. Active management-by-exception leaders are monitoring employees' performance, anticipating any deviations from standards, and taking corrective action (Bass and Avolio, 1993). According to Bass and Riggio (2006), active management-by-exception may be effective and even required in some situations, such as when safety is of paramount importance.

#### **2.4 Employee Commitment:**

Employee commitment is one of the popular research area in the globe. earlier researches carried out to define the concept of employee, hence currently it has diverted to examine organizational commitment through two popular approaches, namely commitment-related attitudes and commitment-related behaviours. During past 30 years of time different backgrounds and findings have been identified related to employee commitment (Shore & Wayne, 1993; Hunt & Morgan, 1994). Moreover, as Batemen and Strasser (1984) stated reasons for studying organizational commitment are related to “employee behaviours and performance effectiveness; attitudinal, affective, and cognitive constructs such as job satisfaction; characteristics of the employee's job and role such as responsibility; personal characteristics of the employee such as age, job tenure.”

Plenty of definitions available in the literature for to define employee commitment. Hunt and Morgan (1994) state that organizational commitment has been operationally defined as “multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership.” Employees involvement within organisation is the particular strength of that organization. Considering this, Allen & Meyer (1990) define employee commitment as “a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue employment with the organization”. Similarly, Meyer & Becker (2004) define a committed employee as being one “stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals”. Which means there's a positive employee commitment to the organisation. once the commitment of employees is low, its affected to the performance of the entire organisation (Brockner et al., 1992). Because Organizational commitment is associated with increased satisfaction, performance, and organizational adaptability (Lok & Crawford, 1999; Meyer & Becker, 2004), as well as decreased absenteeism and employee turnover (Lo et al., 2010).

#### **2.5 Dimensions of Employee Commitment:**

Allen and Meyer's conceptualization is the most basic theory of employee commitment. This theory differs from others in the nature of the psychological state being described. Allen & Meyer (1990) identified three dimensions of employee commitment: affective, continuance, and normative commitment. Normative commitment is a relatively new aspect of organizational commitment having been defined after the former ones.

Affective commitment refers to an employee's emotional attachment to, involvement in, and identification with the organization and its goals. Affective commitment involves three aspects such as the formation of an emotional attachment to an organization, identification with, and the desire to maintain organizational membership. In this context, affective commitment reflects the identification and commitment situation where the employees stay in the organization with their own will (Allen & Meyer, 1990; Meyer et al., 2004).

Affective commitment is also attitudinal based and in this situation the employee sees him/herself as a part of the organization. Individuals with high levels of affective commitment continue employment because they want to. Therefore, it is very important for the organizations to have employees feeling affective commitment since strong affective commitment means employees willing to stay in the organization and accepting its objectives and values (Allen & Meyer, 1990).

Continuance commitment is a commitment situation originating from the needs of employees to stay in the organization considering the costs of leaving. It refers to an awareness of the costs associated with leaving the organization as well as the willingness to remain in an organization because of the investment that the employee has with “non-transferable” investments. Non-transferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Allen & Meyer, 1990; Brockner et al., 1992). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Hunt and Morgan, 1994).

In continuance commitment, the employees consider the disadvantages of leaving the organization and avoid quitting. Moreover, continuance commitment is not a negative situation though it is considered to be a negative commitment type by the organizations. Those with high levels of continuance commitment stay with the organization because they need to. Thus, the employee keeps his organization membership thinking it might cost him too much to leave the organization (Allen & Meyer, 1990).

The third dimension of employee commitment is normative commitment, which reflects a feeling of obligation to continue employment. Those with high levels of normative commitment stay with an organization because they feel they ought to remain (Allen & Meyer, 1990). It has argued that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. Therefore, when it comes to one’s commitment to their place of employment, they often feel like they have a moral obligation to the organization (Meyer et al., 2004).

The three components of employee commitment are a psychological state that either characterizes the employee’s relationship with the organization or has the implications to affect whether the employee will continue with the organization. An individual can have similar or different levels of all types of commitment. They are not mutually exclusive. Thus, regardless of the definition, “committed” employees are more likely to remain with the organization (Allen & Meyer, 1990).

Meyer & Allen (1997) [as cited in Meyer et al., 2004] found that employees that have a good relationship with their immediate work group have higher levels of commitment to the overall organization will be higher. Accordingly, they argue that employees must be given numerous opportunities throughout the workplace to feel committed to the organization. Moreover, Ugboro (2006) concluded that workers’ organizational commitment is significantly correlated to their perceived job security.

## **2.6 The Relationship between Leadership Styles and Employee Commitment:**

Relationship between leadership style and organizational commitment has been discussed often. Most research results showed that the leadership style has a significant relation with the organizational performance, and different leadership styles may have a positive correlation or negative correlation with the organizational performance, depending on the variables used by researchers. Sun (2002) compared the leadership style with the leadership performance in schools and enterprises, and showed that the leadership style has a significantly positive correlation with the organizational performance in both schools and enterprises. Broadly speaking, the leadership performance is identical with the organizational performance.

The transformational leadership has a positive correlation with the organizational performance, higher than the exchange leadership (Huang, 2006). Business management attributes their successes to the leadership efficiency, that is, the leadership style of administrative supervisors has a considerable effect on the organizational performance (Terry, 1960). The leadership style of a leader has a considerable influence on the work performance of employees. It further indicates that the leadership style also affects the organizational performance. The leadership style determines the organizational performance that subordinates need realize, and gives suggestions and feedback to execution. In this course, subordinates can know the requirements of their role and executives can know demands of subordinates at the same time.

Thus, under the leadership style of executives, subordinates can make organizational requested performance and get their rewards. Research results showed that the leadership style has a significantly positive correlation with the organizational performance. Therefore, the leadership style should be properly and carefully used to guide and motivate subordinates (Elenkov, 2002). Campbell (1977) thought that when executives use their leadership style to concern, care and respect for employees, it would increase self-interests of employees in work as well as organizational promises, enable them to make better performance in work place and affect their job satisfaction. Howell and Frost (1989) and Bryman (1992) also presented that there is a positive relation between the leadership style and the organizational performance.

Findings of Pradeep & Prabhu (2011), Kehinde & Banjo (2014), and Ejere & Abasilim (2013), Tsigu & Rao (2012) and Gimuguni et al. (2014) confirm that there is a significant positive relationship between both transformational and transactional leadership styles and employee performance. Rassol et al. (2015) found that the impact of transactional leadership on job performance was not much stronger when compared with transformational leadership. As per Raveendran & Gamage (2019), The impact of transactional style on performance is not significant. This finding is consistent with the results reported in Jayasingam, Ansari & Jantan (2009). Pradeep & Prabhu (2011) found that transformational leadership behaviors and transactional contingent reward leadership behaviors to be positively related to employee performance.

Elgelala & Noermijatib (2014) found that transformational leadership had a significant positive impact on employee motivation and employees' job satisfaction, but had no significant effect on employee performance. The study of Andreani & Petrik (2016) also showed that there was a significant impact of transformational leadership on job satisfaction, as well as on employee performance. Cavazotte, Moreno & Bernardo (2013) reported that perceived transformational leadership was associated with higher levels of task performance, and helping behaviors. A recent study by Torlak & Kuzey (2019) revealed that all of the components of transformational leadership had a significant positive association with employee performance.

### **III. CONCLUSION AND FUTURE RESEARCH DIRECTION:**

According to the theoretical exploration carried on this study, it was revealed that transformational leadership style positively impacts employee performance. On the other hand, transactional leadership style does not significantly impact employee performance. A transactional leader relies heavily on power and authority to lead his members, and the use of a „reward and penalty“ system is an integral role in such a leadership style. As per various researches, transactional leadership is not very effective and can de-motivate employees. The followers of transactional leaders might display a tendency only to achieve minimal expectations that would help them avoid penalties (Bass 1990). On the other hand, Inspirational motivation of transformational leadership is the articulation and representation of a vision by the leader; thus, followers are motivated. Because of the leaders' positive attributes, followers develop an emotional attachment to the leader. In this style, trust and confidence are likely to be built in followers. Idealized Influence (behavior) creates a collective sense of mission and values. Idealized influence and inspirational motivation are often conceptualized as charismatic leadership dimensions in much research on transformational leadership.

The findings of this study have several implications for research and practice. The findings can be helpful for the managers to understand that which kind of leadership style is most appropriate in terms of its outcomes and how they can modify their leadership styles to make it more effective and result oriented. This study helps managers better understand the need for adopting a transformational leadership style to increase employee performance. The findings could add knowledge to the existing literature. It also gives a foundation for future researchers to expand the study to realistic organizations in different sectors to generalize the findings to the business organizational context.

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