

Original Article

Impact of Transformational Leadership Approach of Operational Managers on the Work Performance of the Operational Staff of Road Development Authority, Sri Lanka

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Abstract - This study aims to examine how the factors of transformational leadership approach of operational managers influence the performance of operational staff in the Road Development Authority (RDA) and to identify the level of impact of such factors to overcome the situation of underperformance of Human Resource (HR) and Administrative, operational staff. The objective of this study is to analyze the influence of Inspirational motivation, intellectual stimulation, Individualized Consideration, Idealized Influence of operational managers on the performance of operational staff. The philosophy described in the onion research approach is adopted to carry out this research. The case study research strategy and deductive approach are used in this study. The 105 operational managers were selected from the target population of 143 operational managers by using the Stratified random sampling technique.

A self-administered questionnaire designed based on the past research studies relevant to this topic is used to collect data from the operational managers selected proportionally in the RDA. The correlation analysis to establish the relationship between the factors of transformational leadership and performance, Analysis of Variance (ANOVA), and multiple linear regression models were used to test the hypotheses. The study found that Operational Managers' transformational approaches of Inspirational motivation, Intellectual Stimulation, and Individualized Consideration have a significant impact on employees' performance at 1% level except for Idealized influence, which is impact at the level of 5%. The study concluded that all factors of transformational leadership were positively and significantly increased the performance of RDA staff. This result of this study was established and in line with the result of the studies were done by Murage et al. (2017), Mary et al. (2011), Jacqueline W. Ndirangu, 2018.

The study recommended that top management of the RDA should work towards implementing the elements of transformational leadership factors such as Inspirational motivation, Intellectual Stimulation, Individualized Consideration, and Idealized influence through their operational managers in meaningful ways to improve the performance of operational staff attached to HR and Administrative divisions.

Keywords - Inspirational Motivation, Intellectual stimulation, Individualized Consideration, Idealized Influence, Employees Performance, Transformational leadership.

I. INTRODUCTION

The success of the organizations is determined by the performance of employees, job satisfaction of employees, and emotional commitment of employees (Abouraia & Othman, 2017). This may be achieved by the effectiveness of a leader and understanding of the mission and purpose of the organization. The scholars argued that the leader has to ensure motivation and inspiration among the employees and also see whether they have good analytical skills and are paid good remuneration.

The main factor of human resource management is employees' performance which takes part a noticeable role in any organization to function in a manner required to achieve the goals (Roth et al., 2012; Shooshtarian et al., 2013). This significantly derives on the basis of hope that higher performance of each and every employee has an impact on organizational efficiency and thereby leads to an increase in total company' performance (Pushpakumari, 2008). Likewise, it is revealed how the underperformance situation impacts the organization as well as employees.

Road Development Authority has been facing an underperformance problem for a long period as per the



secondary data available in this organization. The researcher, who is one of the officers witnessing this issue, has planned to understand this business problem.

The transformational leadership style assists in producing greater customer service and improved performance and commitment to the organization (Patiar & Wang, 2016). Transformational leaders form motivation among the subordinates by inspiring them by the characteristics of leadership styles.

The relationship between transformational leadership and performance is positive due to the characteristic of leaders towards their followers (Muterera et al., 2015). Showing greater interest towards followers' well beings, it gives a strong influence on the performance (Alonderiene & Majauskaite, 2016).

Due to the underperformance of RDA employees in the HR and Administrative Department, HR-related issues have been faced by the employees, and thereby the motivational level of employees has been reduced, and it gives the effect on the total productivity of the RDA. The Researcher has to find how factors of transformational leadership styles give influence the RDA employees' performance and to find the most contributing factors of transformational leadership to eradicate the underperformance of HR and Administrative employees and thereby increase the RDA's total productivity and output.

On this background, the researcher has to understand how the factors of transformational leadership have an impact on the RDA employees' performance.

A. Objectives of the Research

To understand the factors of transformational leadership styles of RDA operational managers contributing to the performance of HR and administrative employees in the HR department and to recommend the remedial solution to be adopted by the managers to overcome the situation of underperformance.

The following specific objectives will be tested in this research.

- To understand the influence of Inspirational motivation of operational managers on the performance of operational staff.
- To understand the influence of intellectual stimulation of operational managers on the performance of operational staff.

- To understand the influence of Individualized Consideration of operational managers on the performance of operational staff.
- To understand the influence of the Idealized Influence of operational managers on the performance of operational staff.

B. Literature Review

Organizations are needed to perform well and to achieve the set goals and objectives in order to survive in business (Armstrong, 2003). Performance is a multi-dimensional paradigm, and it is one of the important factors that decide organizational successes or failure. The performance is the accomplished output of the process together with the capability of employees (Prasetya, 2011).

The employees' performance is treated as a vital activity that gives the basis for acquiring the goals of the organization, and also it may be measured in terms of output (Ibrahim, 2004). The ultimate goal to survive in this highly competitive environment is to increase the performance of the workers of an organization.

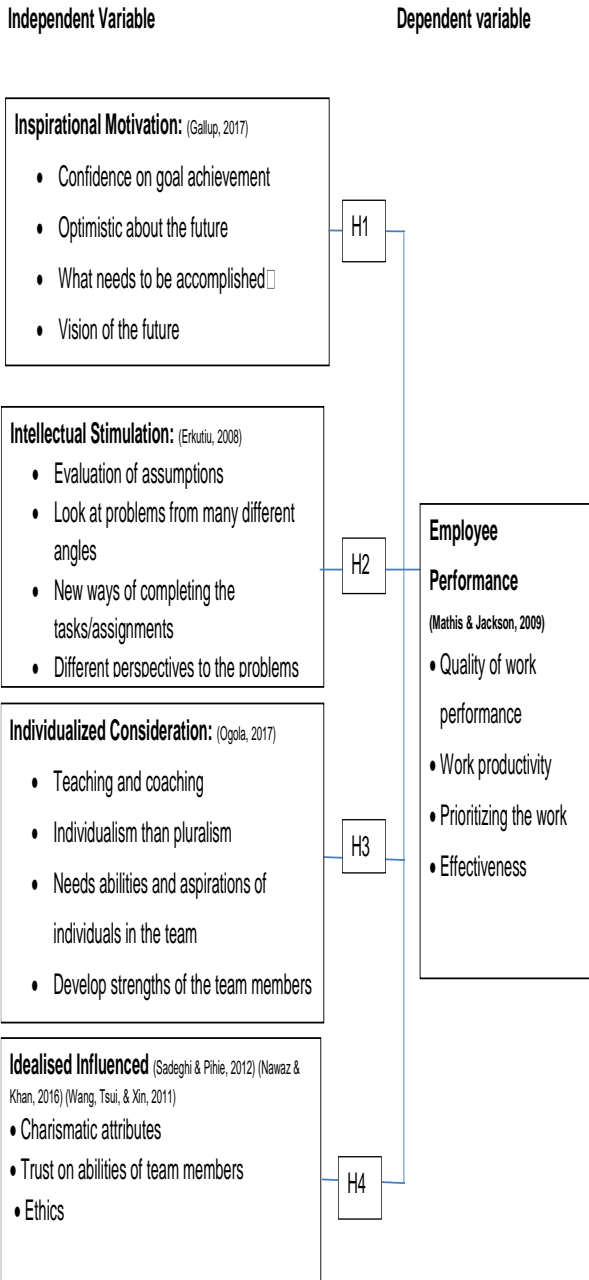
The managers and other employees are having the same issue of worrying about underperformance which gives more attention to top managers who have to prove how profitably to run their organizations to achieve the goals.

One of the current and most famous approaches is the Transformational leadership approach, and it has been chosen by large numbers of researchers from the last two decades. This leadership is the part and partial of the "New leadership" Paradigm (Bryman, 1992). Wahab et al. (2016) state that Transformational leadership has been considered a powerful leadership model as recognized by scholars for a long time.

This literature consists of factors influencing the underperformance of employees and the scholarly views taken from the reasonable number of researches done by the scholars, and they revealed that there had been a positive impact between transformational leadership style and job performance (Chu and Lai, 2011; Liang and Chi, 2011; Sani and Maharani, 2012; Bacha, 2014; Tse and Chiu, 2014).

While analyzing the effect of transformation leadership on the performance of workers, all the researchers agreed that transformation leadership consists of four factors such as idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation.

II. RESEARCH METHODOLOGY



(Bass & Avolio, 2003)

Fig. 1 Conceptual Framework

Source: Developed based on Author's own construct

Strata or a cluster sampling frame should be used to conduct a survey. It is simply understood that the population of the survey should be represented by a sample. Sampling assisted in collecting accurate and quality data set for the study.

In the RDA, HR and administrative-related works of 11,334 employees have been handled by the 2125 numbers HR administrators and allied services staff (Operational staff) in the Road Development Authority. There are 143 Nos. Operational managers available to supervise the HR

and administrative staff in the supervisory capacity, who are taken as the sample population of this research.

Data was collected from the operational managers of the HR and administrative field in the RDA by using a multifactor leadership questionnaire adopted from various research works.

III. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

A. Demographic Analysis.

The demographic analysis gives the reader to understand the respondents' background information which investigates mainly gender, age, highest educational qualification, service period in the RDA.

B. Distribution of Gender.

The gender compositions of the respondents were investigated in this study which is appeared in Fig 2

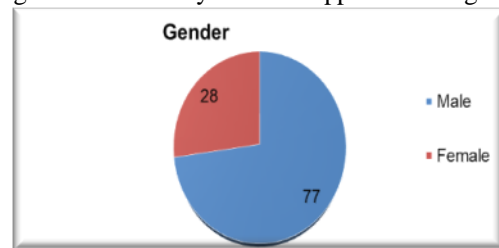


Fig. 2 Respondents' Gender Composition.

According to this investigation, the majority of the respondents were male, who occupied 73% of the carder position of Operational managers, whereas 27% of the cadre position was filled by Females. The respondents of this study were mainly dominated by males.

C. Age Distribution.

The respondents were requested to indicate their age category. The data of diverse age groups were captured. Different age groups were required to identify diverse opinions. The distribution of age among them appears in fig 3 below.

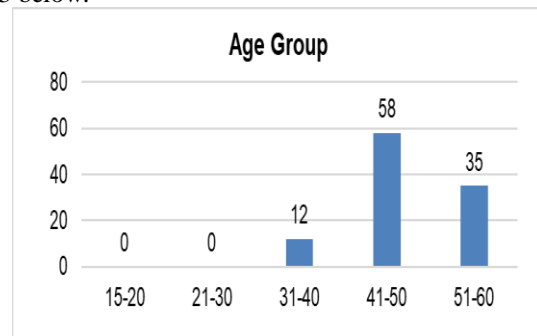


Fig. 3 Distribution of Age

According to the above investigation, the highest number of respondents fell into the category of the age range of 41-50 that is 55%. Likewise, 33% were under the age range of 51-60, whereas 12% came under the age range of 31-40. This investigation reveals that most of the

respondents (88%) fell above the age of 40 years, and their experience and maturity in the field of human resources reflected in responding to the questionnaire in this study. It shows that the population and sample were fairly selected in terms of their age and requirement of this study.

D. Level of Education.

The highest level of education of respondents was investigated by this study. Figure 4 depicts the category of highest educational level is earned by them and how they are distributed among the respondents.

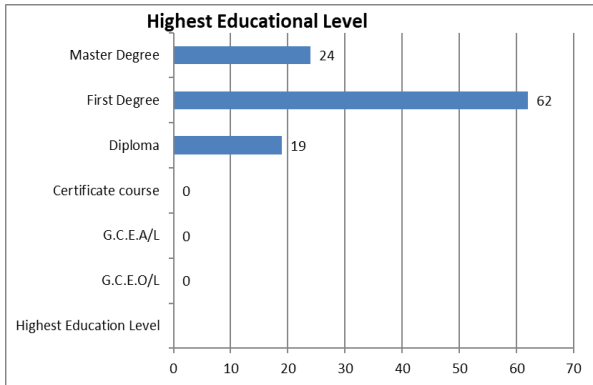


Fig. 4 Level of Education

The above investigation revealed that the majority of the (59%) were first-degree holders, 23 % were master degree holders, and 18% were diploma holders, which indicates the respondents were in a position to understand the concept of this research responded to their questionnaire in meaning full ways with ease which contributed to appropriate and reliable data analysis.

E. Period of Service in the RDA.

This study revealed the service period of respondents who participated in this research. The responded figures under each category are depicted in figure 5 below.

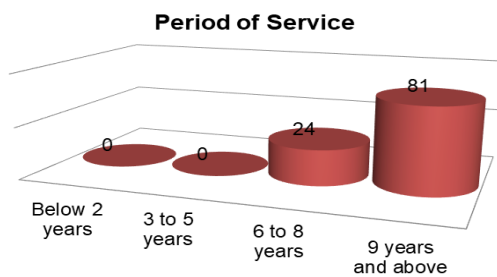


Fig. 5 Service period.

According to figure 5, the investigations revealed that the majority (77%) of the operational managers in the RDA served a considerable period of more than 9 years, and the balance 23% of operational managers had 6-8 years of service period, which paved the way for the researcher to get the credible information with regard to this study.

F. Correlation analysis.

Karl Pearson's bivariate correlation coefficient method was used for analyzing the correlation between the factors of transformational leadership and employees' performance. Sekaran (2016) states that the correlation range falls between perfect negative correlation (-1.0) to perfect positive relationship (+1.0), and Kothari and Garg (2014) pointed out that the calculated correlation denoted the strength among the variables. The small "r" was used to show the relationship in this analysis.

Table 1. Correlation Analysis

		Correlations				
		IM	IS	IC	II	EP
IM	Pearson Correlation	1	.425**	.434**	.094	.391**
	Sig. (2-tailed)		.000	.000	.343	.000
	N	105	105	105	105	105
IS	Pearson Correlation	.425**	1	.473**	.298**	.535**
	Sig. (2-tailed)	.000		.000	.002	.000
	N	105	105	105	105	105
IC	Pearson Correlation	.434**	.473**	1	.303**	.489**
	Sig. (2-tailed)	.000	.000		.002	.000
	N	105	105	105	105	105
II	Pearson Correlation	.094	.298**	.303**	1	.236*
	Sig. (2-tailed)	.343	.002	.002		.015
	N	105	105	105	105	105
EP	Pearson Correlation	.391**	.535**	.489**	.236*	1
	Sig. (2-tailed)	.000	.000	.000	.015	
	N	105	105	105	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

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

The data given in Table 1 shows the relationship between the factors of transformational leadership approaches and the employees' performance. All the factors of independent variables were correlated with employees' performance at the levels of 0.01 and 0.05, which indicated that there were significant positive correlations (0.391, 0.535, 0.489, and 0.236) between them. The "P" value was less than 0.01 for Inspirational motivation (IM), Intellectual Stimulation (IS), Individualized Consideration (IC) of transformational leadership, and the P< 0.05 for the Idealized influence.

G. Regression Analysis

The relationship between the independent and dependent variable was shown by the regression analysis, which gave how the distinctive value of the dependent variable changed, whereas the independent variable got changed.

Table 2. Regression Model Summary of Inspirational Motivation and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391 ^a	.153	.145	.36944

a. Predictors: (Constant), IM

According to table 2, the positive relationship was shown by the result of coefficient of correlation (r) which was 0.391 and confirmed by its coefficient of determination, (r²) of 0.153, which means 15.3% variation of Employee Performance explained by Inspirational Motivation.

Table 3. ANOVA Table of Inspirational Motivation and Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.540	1	2.540	18.610	.000 ^b
	Residual	14.058	103	.136		
	Total	16.598	104			

a. Dependent Variable: EP

b. Predictors: (Constant), IM

Table 4. Coefficients Table of Inspirational Motivation and Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.817	.344		8.179	.000
	IM	.341	.079	.391	4.314	.000

a. Dependent Variable: EP

As per table 4, when the Inspirational Motivation is 0, Employee Performance is 2.817 units. Further, when Inspirational Motivation is increased by one unit, the Employee Performance is increased by .341 units, and the relevant P-Value is .000. Therefore, it may be interpreted that the relationship between the two variables was positive.

Hypothesis 1

H₀: Managers’ Inspirational motivation approach has no impact on employee performance.

H₁: Managers’ Inspirational motivation approach has an impact on employee performance.

According to ANOVA Table 3, the “F” value is 18.610, and the respective “P” value is .000, which was positively significant at the 1 % level. It revealed that Managers’ Inspirational motivation approach had a significant impact on employee performance at a 1% level (t = 4.314). According to scholarly views, this hypothesis 1 was also established by the supportive study done by Murage *et al* (2017) with the significant result of R²= .564, F (1, 260) = 335.141, p < .05, β = .751, t (260) = 18.30.

According to the above results, the alternative hypothesis (H₁) is accepted, and the null hypothesis (H₀) is rejected.

Table 5. Regression Model Summary of Intellectual Stimulation and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535 ^a	.286	.279	.33914

a. Predictors: (Constant), IS

According to table 5, the positive relationship is shown by the result of coefficient of correlation (r) which is 0.535 and confirmed by its coefficient of determination, (r²) of 0.286, which means 28.6% variation of Employee Performance was explained by Intellectual stimulation.

Table 6. ANOVA Table of Intellectual Stimulation and Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.751	1	4.751	41.305	.000 ^b
	Residual	11.847	103	.115		
	Total	16.598	104			

a. Dependent Variable: EP

b. Predictors: (Constant), IS

Table 7. Coefficients Table of Intellectual Stimulation and Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.002	.358		5.587	.000
	IS	.536	.083	.535	6.427	.000

a. Dependent Variable: EP

As per table No. 7, when the Intellectual Stimulation is 0, Employee Performance is 2.002 units, and when the Intellectual Stimulation is increased by one unit, the Employee Performance is increased by .536 units. The positive relationship among the variables was shown by this result.

Hypothesis 2

H₀. Managers’ Intellectual Stimulation approach has no impact on employee performance.

H₁. Managers’ Intellectual Stimulation approach has an impact on employee performance.

According to table 6, the “F” value is 41.305, and the respective “P” value is .000, which is statistically significant at the 1 % level. In this case, it reveals that Managers’ Intellectual Stimulation approach had a

significant impact on employee performance at 1% level (t = 6.427).

According to scholarly views, this hypothesis 2 was also established by the supportive study done by Mary (2011) with the significant result ($R^2 = .521$, $F(1, 194) = 208.641$, $p < 0.01$).

On the basis of the above analysis, the relevant alternative hypotheses (H_1) are accepted. At the same time, the relevant null hypothesis (H_0) is rejected.

Table 8. Regression Model Summary of Individual Consideration and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.489 ^a	.239	.232	.35010

a. Predictors: (Constant), IC

As per table 8, the positive relationship of coefficient of correlation (r) 0.489 is confirmed by its coefficient of determination, (r^2) of 0.239, which means 23.9 % variation of Employee Performance was explained by Individual consideration.

Table 9. ANOVA table of Individual Consideration and Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.973	1	3.973	32.412	.000 ^b
	Residual	12.625	103	.123		
	Total	16.598	104			

a. Dependent Variable: EP

b. Predictors: (Constant), IC

Table 10. Coefficients of Individual Consideration Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.212	.368		6.019	.000
	IC	.484	.085	.489	5.693	.000

a. Dependent Variable: EP

As per Table No.10, when the Individual Consideration is 0, Employee Performance is 2.212 units. When the Individual Consideration is increased by one unit, the Employee Performance is increased by 0.484 units. The result depicts that the positive and significant

relationship between the two variables of Individual consideration and employee performance were obtained from this analysis.

Hypothesis 3

H_0 : Managers’ Individualized Consideration approach has no impact on employee performance.

H_1 : Managers’ Individual consideration approach has impacts on employee performance in RDA

As per table 9, the “F” value (32.412) and the respective “P” value (.000) are statistically significant at the 1 % level. On the basis of this result, the interpretation is that Managers’ Individualized Consideration approach has a significant impact on employee performance at a 1% level (t = 5.693).

According to the scholarly views, this hypothesis 3 was also established by the supportive study done by Jacqueline W. Ndirangu, 2018 with the significant result of $r = 0.709$, $p < 0.05$.

According to the above analysis, the relevant alternative hypothesis (H_1) is accepted. At the same time, the relevant null hypothesis (H_0) is rejected.

Table 11. Regression Model Summary of Idealized Influence and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.236 ^a	.056	.046	.39011

a. Predictors: (Constant), II

As per table 11, the positive relationship of coefficient of correlation ($r = 0.236$) is confirmed by its coefficient of determination, (r^2) of 0.056, which means 5.6 % variation of Employee Performance is explained by Idealized Influence.

Table 12. ANOVA Table of Idealized Influence and Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.922	1	.922	6.060	.015 ^b
	Residual	15.675	103	.152		
	Total	16.598	104			

a. Dependent Variable: EP

b. Predictors: (Constant), II

Table 13. Coefficients Table Idealized Influence and Employee Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.423	.356		9.607	.000
	II	.203	.082	.236	2.462	.015

a. Dependent Variable: EP

Table 13 reveals that when the Idealized influence is 0, Employee Performance is 3.423 units. When the Idealized influence is increased by one unit, the Employee Performance is increased by .203 units. The result can be interpreted that there is a positive relationship between the two variables.

Hypothesis 4.

H₀: Managers’ Idealized influence approach has no impact on employee performance.

H₁:Managers’ Idealized influence approach has an impact on employee performance.

Table 12 shows that the “F” value is 6.060, and the relevant “P” value is .015, which is statistically significant at the 5 % level. The result may be interpreted that Managers’ Idealised influence approach had a significant impact on employee performance at 5% level (t = 2.462). According to the scholarly views, this hypothesis 4 was also established by the supportive study done by Murage Susan Nyokabi (2017) with the significant result of R² =.564, F(1,260) =335.141, P<.05, β = .751, t (260) = 18.307.

On the basis of analysis, the relevant alternative hypothesis test, H₁, is accepted. But the relevant null hypothesis (H₀) of the Managers’ Idealized influence approach has no impact on employee performance is rejected.

Overall model fit

Table 14. Multiple Linear Regression Analysis Consideration All The Variables

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.075	.450		2.388	.019
	IM	.112	.080	.128	1.394	.166
	IS	.347	.096	.346	3.617	.000
	IC	.254	.095	.257	2.667	.009
	II	.037	.073	.043	.502	.617

a. Dependent Variable: EP

As per table 14, when the transformational leadership is 0, the employee performance is 1.075. Each factor of transformational leadership is increased by one unit. The employee's performance is increased by 0.112, 0.347, 0.254, and 0.037, respectively. When observing the performance increases of all the factors, the intellectual stimulation factor influenced to produce more performance among all the factors of the Transformational leadership approach in the RDA. When observing the “P” values of all the factors in overall model fit, the “P” values of all the factors are less than 0.01 and 0.05 level which are positively significant except the value of Idealized Influence i. e 0.6, which was the negative impact in the result of overall model fit test.

Multiple Regression: $Y = 1.075 + .112 + .347 + .254 + .037 + \epsilon$
(Standard error of the estimate)

Y = Employee performance

X1 = Inspirational Motivation approach

X2 = Intellectual Stimulation approach

X3 = Individual Consideration approach

X4 = Idealized Influence approach.

ε= error term

IV. CONCLUSION

It is concluded that transformational leaders inspire their subordinates with mission and vision and help them to achieve the vision of the future. Transformational leaders encourage their subordinates, and they act as role models towards the attainment of organizational goals with confidence. And also concludes that these leaders helped employees to new ways of completing tasks develop innovative strategies, and took into consideration the sentiments of employees and operational managers in the RDA trained employees and acted as coaches in supporting them to achieve the RDA’s objectives and always willing to take risks to attain organizational goals through encouraging employees to develop their skills and learn. Finally, from the findings, the four (04) factors of transformational leadership of operational managers significantly and positively impacted the employees’ performance in the RDA. It clearly shows that operational managers should have the proper leadership qualities relevant to these four factors to increase the performance of RDA employees. According to the problem of poor performance, it seems that they have not properly applied them in practice due to various personal and official reasons in the past, which resulted in the underperformance of employees in the RDA. This matter should be brought to the notice of the higher management of the RDA in order to take corrective measures to give awareness to implement the qualities of these four factors by changing the behaviours and attitudes of operational managers depending on the situations of employees towards improving the performance, such employees.

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