

# Measuring the Impact of Transformational and Transactional leadership style on Employees performance

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## Summary

Today's world management is about the management of the era of rapid change. In all organizations, the need to develop better leadership styles is becoming more and more important. The purpose of this work is to determine whether there is a correlation between leadership style and employee performance, especially in the banking industry. This study reviews the widely used leadership styles: transformational leadership and transactional leadership. The documents reviewed did not achieve complete agreement on the most appropriate leadership style. Transformation theory is considered by many to be an improvement on the theory of trading leadership. Research that favors the benefits of transformation theory seems to be growing, so, this study focuses upon the basic tool of organizational development by proper and suitable behavior of the Manager. In this research, two of the Leadership Behavior have been predicted i.e. Transformational and Transactional style of leadership on the Employees performance of Banking Sector in Khairpur. As banking sector is growing and most abundant firm in Pakistan so the author(s) believe that employees' performance is the crucial and essential for any of the industry throughout different factors; i.e. motivating, rewarding, supporting, idealizing, charismatic influence, and constant encouragement. This study reveals the facts about the behavior of developers towards their subordinates for which employees' performance may affected and that results in organizational performance. This study is based on quantitative research and primary data and secondary data was used to predict the behaviors. Researcher has used five-point Likert scale and leadership questionnaire about transformational and transactional and it was used by (Bass B. A., 2000) so in this regard confirmatory factor analysis method was used to take results further it also said that questions about employees performance are taken from work done by Yousef in 2000 and (Mahar, 2016). Researcher has used SPSS 25.0 to assure the reliability and validity of questionnaire, in this connection questionnaire was distributed among 100 employees of different banks in Khairpur city from which 75 questionnaires were returned but 63 respondents responded properly. Regression analysis was done to see the impact of these styles on employees' performance. So, these findings will help the banking sector to get the desired performance of employees.

## Key words:

*Transformational leadership, transactional leadership, employee's performance, management, banks, leadership*

## 1. Introduction

Existing era, most of the individuals are engaged in the role of leadership and its responsibilities. Mostly leadership is being practiced in business enterprises, dispensaries, hospitals, schools, colleges, factories, farms, public as well as military organizations, in overall daily life. Those leaders mostly promote the harmony, unity, strength, and prosperity in the society. Leadership is the concept which attracted most of the scholars for over the recent years, it is mostly studied the field in social sciences and have influence in every of walk in the life which may be related to business, education, religion etcetera. (Bass B. M., Stodgills handbook of leadership (3rd ed.), 1990) Stated that, "whenever anyone persist to define the leadership it seems different from the past definitions". Therefore, leadership is vast field that could be summarized and defined in two or three lines. On the theoretical basis, it can be defined as, a process whereby a person is influenced over the group of individuals in achievement of the common purpose. (Kouzes & Posner, 2007) Leadership can be defined as accomplishment of set criteria in result of interaction of between two or more individuals.

Organizations in the chase of the competition. Leadership is the direction to drive of such moves done by the managers, who are responsible for the influencing others in the achievement of the organizational goals that also boost's employees performance. Human Resource is the biggest asset of the organization upon the life to the organization rely and which they clarify the goals ( (Shafie, S, & Barghi, 2013). The direction through which the psychological satisfaction can be achieved only comes from the leaders. Later in 21st century, leadership approaches are regarded as most suitable style in current competitive organizations and leads to more focus on leadership (Bass & Riggio, Transformational leadership (2nd ed.) , 2006). The vital issue of success or failure of organization based on the decisions made by the leaders. Effective leadership is the requirement of the

organizations (Fiedler & House, 1988). (Ispas & Babaita, 2012) Study shows that autocratic style of leadership is most implemented style in hotel industry by the managers. (Aboshaiqah, Hamdan-Mansour, R, Alkhaibary, & Alkhaibary, 2014) Study shows that transformational style and transactional style have positive impact on performance of employee's while laissez-faire style has negative impact and relation with performance of employees, also same results reported in (Pradeep & Prabhu, 2011) study. In (Gimuguni, Nandutu, & Magolo, 2014) study results positive relationship between autocratic, democratic and laissez-faire over the performance of the employee's and (Tsigu & Rao, 2015) study shows transformational style of leadership have greater impact on performance in comparison with transactional.

Therefore, several studies are carried out on the leadership topic that leads towards vast literature and evidence on impact of leadership on employee performance is also different and varies from country to country and industry to industry. Mostly the study's results that transformational style and transactional style of leadership have positive impact over the employee's performance but many of studies reported in results that transformational style is pronounced more (Tsigu & Rao, 2015), and laissez-faire results no any relationship with performance of employees, some are reporting negative relationship some are reporting positive (Gimuguni, Nandutu, & Magolo, 2014). In this literature not all industries neither all of countries are covered, of reviewed medical field is represented by (Rasool, 2015), local government authorities are represented by (Gimuguni, Nandutu, & Magolo, 2014), hotel management is reported by (Ispas & Babaita, 2012), banking sector is covered by (Tsigu & Rao, 2015).

Transactional leaders style is based on economic means to employee's performance and laissez-faire leaders is against the power, they delegate powers towards subordinates to lead their them. Whereas, the transformational leaders use to stimulate their subordinates to drive them towards the objectives of the organization (Bakker, Demerouti, & Schaufeli, 2003). Managers mostly practice transformational style to motivate and encourage their employee's, they influence their employees towards accomplishment of business objectives (Nortje, 2010). Supervisors practice transformational style that leads towards the paradigm shift to smoothly drive their business. Transformational style stimulates leaders to inspire employees and becomes role model for them to achieve business objectives (Nortje, 2010).

## Banking Sector in Khairpur

It was taken from (Wikipedia, 2014) census 1998 that Khairpur is 12th largest city in Sindh province divided in 8 talukas and 76 union councils. Mir Suhrab khan Talpur was the manager of this district and it is comprised of 11 towns 6800 villages and 1546587 people.

In banking sector people are using their financial activities namely banking sector shows the proportion of economy that is holding financial assets. Further these assets are utilized to create more wealth as employed by government agencies (Investopedia, 2015).

There are number of banks are working in Khairpur District. Different National and International Bank Institutes are opening and starting their branches in Khairpur District. These institutions are including number of employees from the Khairpur Area or maybe belong to area other than Khairpur.

## Significance of study

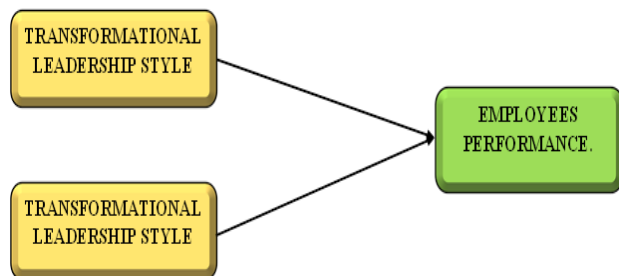
This research is important in many ways. After the successful completion of the survey, it is best to serve as a source of policy guidance for the survey organization and provide the necessary incentives to improve employee productivity. It helps to inspire management and understand the need and importance of building effective leaders within the organization. It will educate employees about their role in the organization and their commitment to leadership and other related issues. It aims to reveal why employees respond positively to the manager's specific leadership style and identify motivations that motivate employees and make them happy with their work. The significance of this research is basically a clear scope that helps to bring questions and influences to different leadership styles. It also helps to highlight the reaction of managers and employees under stereotypes. The survey will help challenge managers and employees within the organization, both in terms of improving performance. This research is very important for the academic purposes. Similarly, it can serve as a driving force for curriculum development and research activities of other scholars. Finally, this work is very useful and can serve as a help and guidance for future researchers on leadership style and employee performance.

## Research Objective

- To determine, in banking sector of Khairpur the impact of leadership styles on employees' performance.
- To find out in banking sector of Khairpur the contribution of transformational and transactional leadership styles separately.
- To measure the association among variables out

in banking sector of Khairpur.

### Theoretical Framework



### Hypotheses

1. H0. There is no significant relationship between leadership styles and employee performance.
2. H1. There is positive significant relationship between Transformational leadership style and employee performance.
3. H2. There is negative significant relationship between Transactional leadership style and employee performance.

### Literature Review

#### Leadership

Leadership is difficult to define and it is defined by many scholars (Russell, 2005) shows that leadership is the interpersonal impact exerted by one or more people throughout the process. It is used for "Promoting communication to achieve organizational goals". According to McGregor (1960; (Stone and Patterson, 2005), traditional organizations with intensive decision making, hierarchical pyramids, and external work management are about humanity and human motivation. It is based on certain assumptions. There are many leadership styles, but in this study we will study transformation, transactional, freedom and servant leadership style. Because both parties are committed to a shared vision and values, and the organizational benefits of mutual trust and respect, the style of transformational leadership is more innovative, productive and efficient, and it is a satisfying thing for followers.

It got the efforts of the staff. Leadership behavior and leadership style and relationships with workers draw the attention of the community. The type of leadership style affects how organizations handle productivity gains. Transformational leadership style is an integral part of improving productivity by marketing and creating a strategic vision for the organization.

Leadership style influences the organization's overall performance in terms of efficiency, effectiveness, revenue,

huge market share and goals. The surprise behind today's organizational performance is the leadership style they use. The productivity of all companies is usually concentrated on workforce performance. Perhaps the human workforce is a common and important resource for all organizations, and the key factor in today's productivity success is good leadership style.

#### Transformational leadership style

Change leadership is observed because leaders encourage their followers to improve the morale, motivation, belief, awareness, and collaboration of believers based on organizational goals. Barnes further emphasizes that change leaders need to have a good understanding of the goals needed for success and a clear explanation of what to do and how to achieve those (Rich, 2013). In the view of Melvyn et al. (2011), transformative leadership encourages believers to work in a promotional-based manner and is therefore suitable for those who like to promote self-regulation. I think. Transformational leadership style has proven to be the most effective leadership style (Obasan & Hassan, 2014). Transformational leadership can help change the status quo by clearly showing current system issues to the followers and achieving a compelling vision of the new organization. Scholars have defined the four elements of transformational leadership. These are glamour, emotional motivation, intellectual stimulation and personal attention (Obiwuru et al., 2011). People with this leadership style are those who motivate his or her team members with a shared vision in the future.

They changed the believers' beliefs and attitudes and encouraged them to transcend their own interests for the benefit of the organization. Change leaders are very obvious and spend a lot of time communicating. Similarly, these leaders have raised awareness of issues that are easily rewritten as excited and inspiring believers who are willing to make extraordinary efforts to achieve specific goals. Or you can make a new understanding by making changes. Hill, Seo, Kang, and Taylor (2012) discuss the impact of transformational leadership on employee normative commitment to the organization. Studies have shown that if you need to implement changes within your organization, it can be more difficult if you have different levels of hierarchy in your organization. On the other hand, if your direct supervisor adopts a transformational approach and encourages employees to transform in a more proactive manner, it is less likely to resist change and more likely to be more adaptive.

(Joo B.-K. J.-W., 2012) announced that employees are more satisfied and committed to the organization in a friendly environment or atmosphere. Most employees want leaders to be able to participate and share ideas when making overall decisions.

### Transactional leadership

The transactional leader is close to the follower and the goal is to exchange another person from one person. Transactional leaders identify the followers they need for their work and try to provide them in exchange for achieving the organization's goals. In other words, the leader of the transaction relies on the followers' own interests to gain momentum. As long as the followers complete their work, the leader will achieve a reward or reward commitment (Bass, 2008). The transaction leader demonstrates actions related to constructive and corrective aspects. Constructive behavior styles are marked as conditional rewards, and correction styles are marked as exception management. Contingent compensation includes determining the work required to accept the compensation and using incentives and or compensation to exert an impact. It takes into account the expectations of followers and provides recognition when achieving goals. Burns (1978) commented that the leadership style of the deal suggests that the leaders of the deal are those who try to inspire believers by resorting to their own interests. These leaders have the incentive to achieve desired performance levels by identifying task areas, identifying goals, and strengthening relationships with desired performance levels (Bass and Avolio, 1990).

### Understand the concept of performance

This is very important. The first is all employees and all managers. What does the result of your work mean? Is this a series of actions taken by someone or the end result of these actions? Author Jason A et al. (2015) we define the terms "results" or "work results" as actions that describe the results of these actions. In general, job performance is defined as the value of a range of employee behaviors that have a positive or negative contribution to achieving organizational goals (Jason A et al., 2015). Job performance is measured by employee performance, which is consistent with the goals and objectives of the employee's effective and efficient work and uses different methods of the performance assessment system. Match employee motivations and work outcomes. Most people currently studying are measuring performance through user response to performance evaluation (Khurram Zafar, 2012).

### Leadership and employees performance

Northouse (2013) believes that ineffective or inadequate leadership style can directly affect employee performance and retention in modern organizations. According to Dell Carnegie Training (2012), leaders can connect employees to the organization, and those who are emotionally connected with the organization have a sense of ownership and tend to stay in the organization to complete

outstanding work in a short time. Lee & Chuang (2009) Reduced sales, he explained that not only talented leaders can motivate them to increase their efficiency, but they also meet their needs in achieving organizational goals. Fenwick & Gayle (2008) reported that in the absence of a link to understand the relationship between leadership and organizational performance, the organization's hypothetical leadership on the leadership-performance relationship hypothesis proposed by some researchers also promotes justice because it is reported that fair employees have High level of performance, trust in superiors, psychological ownership and organizational commitment. In addition, the benefits of work-life balance can improve the performance of leaders who consider work-life balance, which can simultaneously improve employee quality of life and organizational effectiveness (Peters & Heusinkveld, 2010). However, according to Koubova and Buchko (2013), whether it is a family role, a job role or any other role, it may have a negative impact on job performance. Suleiman et al. (2011) argues that leadership and effectiveness are the primary focus of the organization's achievement of organizational goals and organizational commitment to employees. Sifuna (2012) is a leader in many African universities who are not recruited and awarded for leadership skills, research, education and community service, but rather strategic planning, budgeting, human resource development and teacher management. Through a review of relevant literature, some scholars believe that leadership improves organizational performance, but other studies have adopted different leadership concepts, and direct comparison is almost impossible. Very clear. There are gaps and unanswered questions. Therefore, the current research aims to re-examine the proposed leadership-performance relationship, thereby contributing to the growing literature and knowledge of the field, particularly in relation to governance in banking sector

I hope this will change from a vision. We will understand the overall vision of employees working hard to understand the true vision. In other words, during the transformation process, fascinating and romantic fascinating emotions, exciting motives, such as academic tips, have been personalized ideas (Bass & Avolio, 2003). (Yukl, 2007) Ascribe that the use of transformation style can be strengthened Law enforcement, because the transformation of authoritative styles requires the possibility of generating information and agents. Transformation style leaders provide opportunities and certainty for subordinates to perform their duties and achieve level goals based on their way of thinking. Leaders of change have reinvigorated the critical thinking of supporters, rather than continually providing arrangements and support and a more prominent pool of information (Buhler, 1995). (Bass B. A., 1994), the result of this action, the proposal is to build the ability to cope

with the unexpected problems of the future managers. (Bass B. A., 2000), transformational administration is characterized by the 5 important measurements. These can be compressed later:

- A. Managing chaos and believes that supporters respect the managers.
- B. It refers to Manager's attractive activities, where people are rising beyond the association's self-motivation and building a sense of mission and rationality.
- C. Inspiration means that leaders can give their supporters power by designing persuasiveness beyond the limits.
- D. Questioning the norms of change leaders, facing the enthusiasm of supporters for their speculation, making people doubt, showing ways to welcome innovative answers and imaginative questions.
- E. That is, personal thinking or taking into account the individual needs of the leader, is the teacher and the leader, by allowing self-certification of creativity, power behavior, to enhance the sense of fulfillment

Transactional leadership influence the followers by bargaining and exchanging of rewards with optimal desired outcomes. In transactional leadership subordinate promised to be given reward and sentiments when subordinated fulfill the duties assigned. Simply, leader encourages them to work based on rewards. It can affect negatively or positively on the employee performance, which depends upon the assessment of their performance. Positive effect can be resulted if followers take that in positive assess and a negative effect can occur if there is violation of trust in terms of not keeping promises or dishonest. (ANTONAKIS, 2003) Expressed that this authority display is comprised of the three first-arrange factors:

Contingent reward might be considered as a standout amongst the most direct courses for adherents to work harder as per the commonly concurred execution level. (Bass B. a., 1985) Proposed that value-based leader may use unexpected prizes to compensate supporters as an end-result of their administrations and work done. The compensation might be taken as honors in acknowledgment of accomplishments, proposals for increment in pay and advancement, or tribute for remarkable endeavors.

A Transactional leader who uses management by-exemption can be portrayed as one who intercedes just when the work done, or execution level is underneath the concurred or expected standard. The manager will just take remedial activities when things turn out badly. As indicated by (Bass B. &, 1990), administration by-exemption can be dynamic or latent in nature.

## 2. Research Methodology

Research is quantitative in nature mean, mode and std. deviation are used in descriptive questions. Its philosophy is positivism and inductive method is used to forecast data. Cronbach's alpha is used to check reliability, confirmatory factor analysis is used and further regression analysis and Pearson correlation was applies

Sample was collected from the both of genders; male and females. Data collected from the persons including who had more than five years of experience to analyze their working performance in the respective firm. With the initiative administration, basic leadership, and operations of the banks. Total number of population was 100 employees of the banks of Khairpur, where from 75 questionnaires were returned and from in which sample of respondent's ratio of 63 was chosen. To test and interpret the data descriptive statistics, reliability analysis, and factor reduction analysis were used. 5 – point Likert scale was used to gather the data.

## 3. Results and Findings

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
What is your age?	63	1.00	4.00	2.2381	.83694
What is gender?	63	1.00	2.00	1.0635	.24580
Your highest qualification?	62	1.00	3.00	2.6613	.51034
What is your marital status?	63	1.00	2.00	1.3968	.49317
Valid N (listwise)	62				

The above table shows the descriptive results of the research.

Reliability Statistics	
Cronbach's Alpha	N of Items
.821	22

The Cronbach's alpha is used to test the reliability of questions, included in questionnaire it shows the consistency of data. It is described here that total question except demographic questions are twenty two having reliability .821 it is good according to criteria.

Variables Entered/ Removed a			
Model	Variables Entered	Variables Removed	Method
1	Transactional Leadership, Transformational Leadership	.	Enter
a. Dependent Variable: Employee Performance Score			
b. All requested variables entered.			

The Enter method was used to better understand the independent and dependent variables.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911a	.831	.825	.41824038
a. Predictors: (Constant), Transactional Leadership, Transformational Leadership				

The Model Summary shows the variation in the results of dependent variables, of which R2 statistics is .911 that suggests leadership styles have 91.1% of the impact over the employee's performance.

ANOVA a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.504	2	25.752	147.219	.000b
	Residual	10.496	60	.175		
	Total	62.000	62			
a. Dependent Variable: Employee Performance Score						
b. Predictors: (Constant), Transactional Leadership, Transformational Leadership						

The above table shows the analysis of variance. It is also best for known as model of fitness results. The suggested value for significance level is .000 which means independent variables have complete influence over the dependent variables. The table results the significance of .000 which means Leadership styles (Transactional & Transformational) – Independent variable properly influencing the dependent variable (employee performance).

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.045 E-16	.053		.000	1.000
	Transformational Leadership	-.052	.055	-.052	-.933	.355
	Transactional Leadership	.925	.055	.925	16.689	.000
a. Dependent Variable: Employee Performance Score						

This table is entitled as coefficient and part of regression analysis, in it beta column shows the contribution of each independent variable separately whereas, significant column displays the significance level of each variable over dependent variable, in this connection transformational leadership style contributes -5.20% and transactional leadership style contributes 92.50% positively on other side transformational leadership is insignificant in this research having result of .355 that is more than .05 and will be treated insignificant.

Namely it is said Transactional leadership style positively and significantly contributes in performance of employees,

standardized B = .925, ( $p < 0.01$ ). The result suggests that performance of employees whose employer imply the Transactional style characteristics increased significantly 92.5% of performance of employees. The results also suggest that transformational leadership style negatively contributes in the performance of employees in the Banks of Khairpur.

Correlations				
		Transformational Leadership	Transactional Leadership	Employee Performance Score
Transformational Leadership	Pearson Correlation	1	.285*	.212
	Sig. (2-tailed)		.024	.095
	N	63	63	63
Transactional Leadership	Pearson Correlation	.285*	1	.910**
	Sig. (2-tailed)	.024		.000
	N	63	63	63
Employee Performance Score	Pearson Correlation	.212	.910**	1
	Sig. (2-tailed)	.095	.000	
	N	63	63	63
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

This table shows the interrelation among variable by following standards if results is less than .05 it will be considered significant. If it is greater than .05 it will be insignificant.

#### 4. Conclusion

This study concludes that leadership styles are core elements of organizations in enhancing employee's performance. From literature it learnt that transformational leadership styles has dominating essence over transactional leadership style. But in this research it is proved that transactional style works more in employees' performance in banking sector because banking sector job is hard and difficult. Employees have reactive behavior to carry on work this hard nature allow them to be conscious in this regard it is not easy to motivate employees to improve efficiency or job performance of employees in banking sector. Though transactional leadership style is system of reward and punishment but it is directly associated with employees performance.

For this research questionnaire was barrowed and after little bit modification it was distributed among employees of banks in Khairpur. Data was gathered than it was executed in SPSS Version 25. As to obtain results. Further research process was done, factor were made and quantitative techniques were applied to acquire statically

results and those were discussed in words to explain outcomes of research in whole these outcome can be used as inputs in future affiliated policies. Finally it is said for banking sector if you have to ensure employees performance, you have to pay more attention towards transactional leadership styles and avoid transformational leadership style.

## 5. Recommendations

- Managers in banking sector must follow attentively transactional leadership style as to promote employees performance
- Managers are allowed to avoid transformation leadership style but when it is seen important to show just symptoms of it. Its frequent use negatively works in banking sector
- employees performance and behavior or leadership styles are directly associated so these must be kept under strong consideration.

## 6. Limitations

Outcome of research are rational one but targeted area was just Khairpur might be responses vary in other regions

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