

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE
PERFORMANCE IN CAMEROON**

MASTER'S THESIS

Nkwinkue Beltus Kom

**Department of Business
Business Administration Program**

June, 2021

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June, 2021

ONAY FORMU

DECLARATION

I hereby declare that this master's thesis titled "The Effect Of Transformational Leadership On Employee Performance In Cameroon" has been written by myself following the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with my honor. (.../.../20...)

Nkwinkue Beltus Kom

FOREWORD

This thesis will not be completed without the support and assistance of many people. I would like to take this opportunity to thank all of you who have helped and encourage me in undertaken my master's degree. I wish to express my sincere appreciation to my thesis advisor, Dr. Murat UNANOĞLU, for his supervision, constructive guidance, inspiration and encouragement throughout my program and ready to help me in any way towards making this study my best. I wish to express our deepest gratitude to our Director of Business Administration Dr. NURGUN KOMSUOGLU and the Faculty Dean of Social Science and Business for providing talented and young teachers to us and we are thankful to our whole teachers for providing us with excellent knowledge. A special appreciation to my family and friends who were always there to offer me an endless love, support and understanding.

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THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE IN CAMEROON

ABSTRACT

Different leadership styles require different strategies, and every leader requires to decide when to use which one. Leaders must adapt their management style according to the situation and the people they are leading. It is on the note this study conducted the impact of transformational leadership on employee performance using quantitative data which was sourced from 335 employees of the Cameroonian banks. This study had conducted different analyses ranging from frequency analysis, reliability test, factor analysis, regression analysis to correlation analysis. The IV was transformational leadership style, which was captured with individualized consideration, idealized influence, intellectual stimulation, and inspirational motivation while DV was captured with employee performance. The study had found to conclude that individualized consideration exhibits a positive impact and significant on employee performance and idealized influence showed that the employee performance would be positively impacted significantly when idealized influence increases. It was also concluded intellectual stimulation exhibits a positive and significant impact on employee performance, and inspirational motivation exhibits a positive impact on employee performance though it was not significant.

Key Words: *Transformational Style, Leadership, Employee Performance, and The Cameroonian Banks*

DÖNÜŞÜM LİDERLİĞİNİN KAMERUN'DA ÇALIŞAN PERFORMANSINA ETKİSİ

ÖZET

Farklı liderlik tarzları farklı stratejiler gerektirir ve her liderin hangisini ne zaman kullanacağına karar vermesi gerekir. Liderler, yönetim tarzlarını duruma ve yönettikleri insanlara göre uyarlamalıdır. Bu çalışmada, Kamerun bankalarının 335 çalışanından elde edilen nicel verileri kullanarak dönüşümcü liderliğin çalışan performansı üzerindeki etkisini yürüttüğü belirtilmektedir. Bu çalışmada frekans analizi, güvenilirlik testi, faktör analizi, regresyon analizinden korelasyon analizine kadar farklı analizler yapılmıştır. IV, kişiselleştirilmiş değerlendirme, idealize edilmiş etki, entelektüel teşvik ve ilham verici motivasyonla yakalanan dönüşümsel liderlik tarzıydı ve DV çalışan performansı ile yakalandı. Çalışma, bireyselleştirilmiş düşüncenin çalışan performansı üzerinde olumlu ve önemli bir etki sergilediği sonucuna varmış ve idealize edilmiş etki, idealleştirilmiş etki arttığında çalışan performansının önemli ölçüde olumlu etkileneceğini göstermiştir. Ayrıca entelektüel uyarımın çalışan performansı üzerinde olumlu ve anlamlı bir etki yarattığı ve ilham verici motivasyonun, önemli olmasa da çalışan performansı üzerinde olumlu bir etki sergilediği sonucuna varıldı.

Anahtar Kelimeler: *Dönüşümcü Stil, Liderlik, Çalışan Performansı ve Kamerun Bankaları*

1. INTRODUCTION

In today's dynamic market, companies are evolving internationally and facing a lot of obstacles to achieve their targets and pursuing others to be more effective. Leadership plays an important part in achieving organization goals and improving the morale of the employees to performing their work effectively and efficiently. Meanwhile, there are different forms of leadership styles that organization implement to achieve their stated objectives. Though no consensus that one form of leadership style is superior to other, but it depends on the structure and culture of such organization. Transformational leadership is described as the leadership that increases the degree of accomplishment and self-esteem, while fostering community and organizational growth (Abazeed, 2018). The transformational leader in employees generates a greater degree of understanding of the core problems thus growing workers' self-confidence, thus shifting their priorities from their treatment and concern to sustainability to greater accomplishment, success and self-development. Bearing in mind organizations as an enterprise trying to thrive and succeed in a continuously evolving world, it must investigate and learn a great deal about its internal and external climate so that it can respond to it and keep up with its path. This has made corporate preparation a mandatory choice by organizations, not a voluntary one, to help them succeed and progress (Abazeed, 2018).

Transformational leaders strengthen the confidence of followers by transmitting their expectations; improve the skills of followers by providing positive input and guidance for their growth, inspire followers to apply innovative approaches to overcome their job issues, motivate followers by celebrating their abilities and efficiency (Zou, Zheng, and Liu, 2015). These actions allow the followers to know the power and encouragement of the transformational leader that strengthen their connection of comfort. Transformational leadership also conveys collective identity to supporters by transmitting the distinction of team accomplishment and encourages supporters to embrace the mission and mutual ambitions by expressing an enticing view of the future of the team. Such

activities will help followers grasp the firm's mission and share shared interests (Zou, Zheng, and Liu, 2015).

Most authors stressed transformational management, but a few gave transactional management significance as well. Egan, Sarros and Santore (1995) express that transformation form is more successful than transactional form, depending on the type of organization, the approach embraced by the members is focused on their skills, interests and perspectives. But the transactional leadership is adversely impacting the performance of the company (Bass, 1999). When the scenario is not evident, a leader must adopt the transition model in order to recognize the main causes of the scenario and select the correct model to the scenario (Somech & Wenderow, 2006).

When companies use transformational leadership style, workers can quickly communicate their expertise among themselves (Behery, 2008). Zafra, Retamero & Landa (2008) argues that the transformational leader has a high level of personal maturity and succeeds as a pioneer in public cohesiveness (Bass, 1999). This also reflects on the more responsive side of organizational relationships, such as vision, community, principles, growth, coordination and service (Fairholm, 2001). The transition leader makes the difference by stressing the tangible and verbal elements of the mission goal activities and the essential qualities involved (Bass, 1998). Due to its creative as well as efficient and positive essence, transformation leadership has been selected (Fatima & Ahmad & Usman, 2011). Through Transformational Leadership, one may consider the convergence of three structures: Leaders direct principles to their coworkers, empower their employees and encourage them to raise or differentiate the needs of followers (William, Richards, Steers & James, 1995).

Employee productivity is an association between encouragement and capability, where productivity is an essential factor to help accomplish organizational objectives. Great performance can be accomplished if the entity will inspire people within the company, promote an environment of cooperation between organizations and encourage innovation and initiative. Work life will boost total efficiency, both employee efficiency, performance of work groups and performance of agencies. Employee should not be segregated from the organizational leadership positions that occur. This is because leadership can

drive organizational objectives, inspire behavior, and establish the corporate culture (Griffin 2002). Leadership is a major consideration for the corporation, since leaders may affect the productivity and job satisfaction of workers, health, efficiency, and the level of performance of an enterprise (Jaya, Masdupi, & Marwan, 2018).

1.1 Study Challenge

The potential decision-making is theoretically among the most critical mechanisms in an organization, controls the distribution of capital and activities within an entity and thereby allows it to survive (Lim, 2012). In order to keep up with challenging rivals, emerging technology and the challenge of new entrants, companies need to make strategic choices effectively. These decisions are often subjective, vague, and mal-structured. Managers also encounter an unknown challenge or opportunity, lack full knowledge, and do not know the spectrum of possible solutions and their consequences (Abuzaid, Al-Ma'aitah, Al-Haraisa, & Al Tarawneh, 2019). Hence, for the company to be effective, the correct leadership style is necessary. If the best style of leadership is not practiced the company would not be able to accomplish its market goals.

Ineffective management decisions damage organizations' prospects drain their money and struggle to respond to changing market conditions. Organizations of all forms and sizes therefore desperately need to increase the efficacy of their strategic choices so that they can succeed and prosper. Several aspects can help to improve and ensure the efficacy of strategic decisions, including the leadership style (Abuzaid et al., 2019). While previous studies have not established the leadership style that better strengthens the efficiency of strategic decisions, this style is one of the possible leadership styles that can boost the productivity of strategic decisions, as transformational leaders have a clearer vision and a greater sense of intent, look at challenges from other various perspectives and have the confidence and expertise to innovate and develop the potential of a company to compete in today's challenging times of transition and scarce capital.

1.2 Questions to Answer

- How does individualized consideration of transformational leadership affect performance of the workers in the banking sector of Cameroon?
- What is the impact of inspirational motivation of transformational style on performance of the employee in the banking sector of Cameroon?
- How does idealized influence form of transformational style affect the performance of the employee in the banking sector of Cameroon?
- How does intellectual stimulation impact on the performance of the employee in the banking sector of Cameroon?
- What is the correlation between transformational styles and employee performance in the banking sector of Cameroon?

1.3 Study Sub-Aims

- To determine the impact of individualized consideration style of transformational leadership on the performance of the employee in the banking sector of Cameroon.
- To investigate the impact of inspirational motivation of transformational style on the performance of the employee in the banking sector of Cameroon.
- To examine the impact of idealized influence of transformational style on the performance of the employee in the banking sector of Cameroon.
- To investigate the impact of intellectual stimulation on the performance of the employee in the banking sector of Cameroon.
- To ascertain the correlation between transformational style and employee performance in the banking sector of Cameroon.

1.4 Aim and Study Scope

The aim of this research is to examine the effect transformational leadership on employee performance in Cameroon. Banking industry in Cameroon was the

major target of this study where there are fifteen operating banks currently. However, two banks were used as the study sample where the employees were the target audience.

1.5 Importance

The significance of this research arises from its contribution to striking a balance in the relevant literature by presenting analytical data on the role of transformation leadership in increasing the efficacy of employee performance. The findings of this study are intended to contribute to the advancement of the capacity of upper management in the firms to exercise transformational leadership and improve the efficacy of their management decisions. In several ways, the work is significant. Following the successful conclusion of the survey, it is appropriate to act as a basis of policy direction for the sample entity and have the appropriate opportunities to increase the effectiveness of employees. It enables motivate management to recognize the importance of creating operationally successful leaders. It will teach workers about their role in the enterprise as well as their contribution to leadership and other related matters. It seeks to discover why employees react favorably to the unique leadership style of the manager and recognize factors that inspire and make employees satisfied with their jobs. The value of this work is fundamentally a broad perspective that aims to introduce concerns and pressures to various types of leadership. It also helps underline the bosses and workers' reaction under stereotypes. The survey would help question administrators and staff within the company, especially in terms of performance enhancement. This work is of considerable value to research purposes.

1.6 Definition of some Key Terms

Transformational Style: This refers to a leadership style in which staff are empowered, driven and motivated to evolve and generate progress that will help the business succeed and define its future success

Transactional Style: Focuses on the performance, complies to the corporate business structure and evaluates progress as per the scheme of incentives and penalties of the organization.

Employee Performance: Means how the employees act in the workforce and how effectively they conduct the tasks that you have entrusted them to do.

2. LITERATURE REVIEW

2.1 Leadership

The definition of leadership has created intense attention, discussion and sometimes misunderstanding with the evolution of management thinking. Also, today, the concept of leadership is not simple and given the complexities of the topic, there is no general opinion on the formalization of the area of study. According to Bass (1999), the concept of leadership is linked to the intent of trying to describe it and thus poses a broad range of options. Leadership is a collective procedure, a personality trait, an art of causing complacency, an exercise of control, a specific type of behavior or a method of persuasion, a power relationship for achieving goals, the outcome of engagement, a distinct function or the implementation of a system. Leadership is one that has the most complex consequences through contact with people and organizations. In other words, management's ability to implement "collaborative action" relies on organizational skills. Lee and Chuang (2009), clarify that, in the process of obtaining corporate objectives, the outstanding leader not only encourages the ability of employees to improve performance but also serves their needs. Stogdill (1957) described leadership as the person conduct to direct a community in achieving the common goal. Leadership is a collaboration of power between rulers and followers who plan to make concrete improvements expressing their common interests (Rost, 1993). Influencing is the mechanism of the representative sharing ideas, having the inspiring supporters to embrace and execute ideas by transition.

Griffin (2012) describes leadership as a method based on forming or manipulating individuals to accomplish corporate goals. Hitt, Black and Porter (2009) describes institutional leadership as an informal mechanism involving the effort to persuade others to accomplish a goal. Since there are too many specific interpretations of leadership from various viewpoints, Yuki (2010) illustrates that leadership is widely interpreted as a method of leveraging power

and encouragement to promote community involvement. Leaders do not rely on their legal authority to compel people to do what they are told, but they are engaged in communicating with them or they lift and extend their subordinates' interests (Northouse, 2007).

Style is approximately like actions of the leader. It's the way the leader affects his supporters. Styles of leadership have grown into a more inclusive one (Biddle, 2005). Leadership style is defined as a variation of the qualities, behaviors, abilities and attitudes that members use while dealing with their followers (Marturano & Gosling, 2008). The function of leaders has shifted, and every organization's performance depends on leadership strategies that the members use. According to Mintzberg (2010) real leaders support with their care and integrity as they are interested with something they do not personally do for private benefits. Mullins (2000) described leadership style as the way leadership functions are done and manager wants to act towards the staff member. Leadership style is a type of continuity in cross situation behavior. It means the way a leader deals with his/her followers. Leadership strategies are the methods used to keep members inspired. The models of leadership will be chosen and tailored to fit entities, circumstances, classes and people. Meanwhile, this study shall focus on transformational leadership.

2.2 Transformational Leadership

Transformational leadership requires a leader to engage with supporters (Avolio, Bass & Jung, 1999). The crucial thing that characterizes the transformational leadership is that people should imitate leaders who empower and encourage others. Burns (1978) defines a transformational leader as one who understands his subordinates' underlying motivations, seeks to fulfill their desires and involves participants in the phase of transformation. This sort of transformational leader activity may be attributed to leader trust. Bass (1998) notes that supporters are inspired by transformational leaders to do more than initially intended. The leaders could also build a good corporate framework which recognizes and values personal needs and desires. Transformational leadership share agendas that encourage participants and supporters to concentrate on the collective goal through involvement with the vision and

principles of the company. That will build an environment of transparency and trust (Muslichah, 2018). The transformational leadership reinforces the relational connection between leader and members, and this enhances confidence in leadership (Dirks & Ferrin, 2002). Yaghoubipoor et al., (2013) opined that transformational leader impact satisfaction for workers as this style of leadership can inspire their workers. Transformational leadership will provide their staff with outstanding role models, inspire workers to be imaginative, innovate and fix challenges with new solutions. A transformational leader allows workers to engage in decision-making initiatives which, in effect, will enhance strategic reasoning, skills growth and comprehension. These leaders should be able to inspire workers with the appropriate help, facts and tools, which will generate a constructive response from workers. In addition, Saleem (2015) affirmed that the transformational leader works to encourage and empower members to do whatever that initiates the shift in organizational members' behavioral circumstances but also with work fulfillment as the main target.

Attitudes and behaviors of a leader affect how followers view acquired knowledge and the importance of receiving input. Transformational leaders with idealized control, positive incentives, academic encouragement and individualized attention prefer to use reviews as the mechanism for growth and learning, rather than relying exclusively on the expense of self-reporting. Prior studies have demonstrated that transformation style could have a positive effect on staff input (Huang et al., 2016). Transformational leadership encourages management team participants to view input gathering as daily activities which should be constantly pursued. The behavior of the employees towards the manager, who is the basis of input, is critical about whether the employees can react favorably by receiving feedback to the transformational manager. The confidence of subordinates in their leadership is among the most critical perceptions toward the leader and can act as an overarching framework for successful transition leadership (Jin et al., 2017).

Transformational leadership helps alleviate challenges and improve workplace acceptability feelings (Wan, 2017). This enhances the engagement and enthusiasm of the workforce to receive input, which is a requirement for a good

management. Employees will feel competitive through mental stimuli because they are motivated to contribute to the organization. It improves the capacity of employees to plan, understand and evaluate challenges and increase the quality of solutions that represent positively the success of the organization. In addition, the support and motivation of the workers by the members, and the response to the issues of the workers, have impacts on post-acquisition efficiency (Qian & Xu, 2016). Supportive notes are sent to staff, which have a positive impact on their personal interaction with the organization and enhance their confidence in their abilities to execute tasks.

2.2.1 Components of transformational leadership

Four components of transformational leadership were proposed by Bass and Avolio (1994) as: idealized influence, intellectual stimulation, inspirational motivation and individualized consideration. These forms are discussed accordingly:

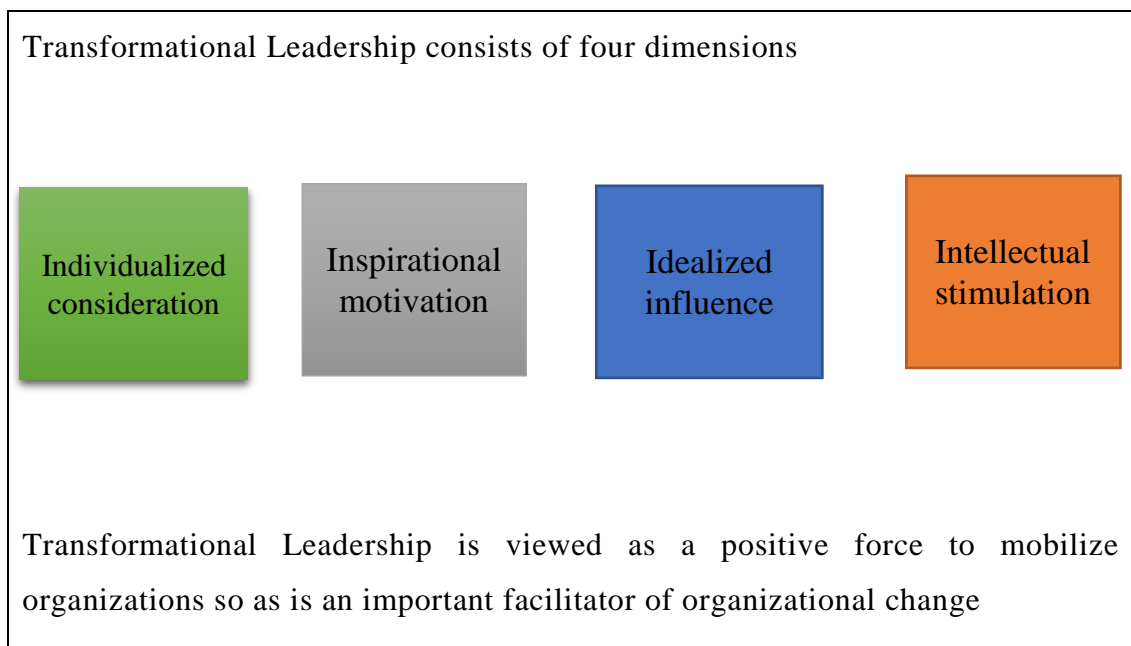


Figure 2.1: Component of Transformatinal leadership

Source: Bass and Riggio (2006)

- Idealized Influence

This illustrates the form where the leader performs and admires his followers, that enables him to expand the corporate goal and inspires trust in coworkers (Abazeed, 2018). Because the ideal impact describes one of the transformational

leader's attributes, it includes some leadership habits such as compromising personal preferences for the good of the party, strong moral behavior, and employees see the manager as role models and resource (Sušanj & Jakopec, 2012). One of the most critical leadership habits synonymous with ideal control is the desire to improve worker respect and loyalty, to uphold ethical norms and higher values, to resist using power to obtain personal advantage or to compile people to perform corporate functions (Shanti, 2016).

The behaviors of a transformative leader that generate trust, admiration, respect, and a drive to follow the leader are referred to as idealized influence. Those behaviors include prioritizing the needs of their followers over the leader's personal interests or profit, as well as acting consistently and ethically (Bass & Avolio, 1994). Similarly, Northouse (2009) stated that such leaders exhibit high ethical and ethical standards. As a result, followers will be inspired to follow in the footsteps of the leader, increasing the bar in regarding work performance. Previous research has shown that perfect influence has a direct effect on an individual's performance (Bass, 1990; Bass & Avolio, 1994; Densten, 2002, as cited in Dionne et al., 2004). Burns (1978) used attractiveness to describe flawless influence. The transformational leadership trend focuses on the experiences and desires of followers. With the preamble of their talents, managers who practice transformational leadership focus on the expansion and development of the essential system of staff, their sacred level, and moralities. The goal of transformational leadership is to transform individuals and entities in the literal sense by expanding vision, perspective, and recognizing, clarifying reasons, and producing behavior consistent with values, concepts, and bringing about adjustments that are long lasting, self-perpetuating, and acceleration building (Dodd, 2014). According to Gaver (2011), transformational leadership occurs when a leader becomes broader and upholds the interests of the staff, when they raise perception and recognition of the cluster's goal and assignment, and when they bring together staff to put their own self-interest aside for the good of the cluster. Perfect influence covers behaviors that give followers a sense of pleasure being linked to the leader, which is often associated with or identical with beauty. It suggests that leaders may look beyond their own self-interest to the greater good of the group and make personal sacrifices for the

sake of others. A transformative leader with flawless traits exudes strength and assurance and can comfort people that they will overcome challenges. They have a proclivity for discussing their most important principles and views, emphasizing the significance of trusting one another. They highlight the need of developing a strong sense of purpose and a group mission. Members or teams of an organization often admire leaders with perfect influence, seeing the leader as an appealing manifestation of the organization's values and mission. Leadership is a strategy of social influence in which a leader seeks the voluntary involvement of subordinates to attain organizational goals. Transformational leadership theory has been gaining popularity since the late 1980s. In contrast to previous theories, transformational leadership theory focuses on feelings and values to show how a leader may develop the power to influence and motivate people to achieve results that exceed expectations.

- Intellectual Stimulation:

The stimulation relates to enhancing the willingness of an individual to learn on how to sort out his job duties in their own way (Bass & Avolio, 1994). Intellectual stimulation is therefore defined as the person's capacity to be logical, and his ability to reflect smartly when evaluating the atmosphere, thus enabling him to create new concepts. More so, Intellectual stimulation includes testing the conventional ways of doing business, finding the explanations before implementing those activities, engaging in innovative thought and taking care of the operational tasks that threaten us and resolving barriers to achieving the goal. The intellectual stimulus leads to the manager's willingness to allow workers to tackle the challenges they face by focusing on innovative approaches to arrive at rational workable solutions. This is achieved by empowering workers to look at things using a different approach and to try to discover new answers to such problems. The leader pays workers to optimize their ability for attaining this goal (Sušanjan and Jakopec 2012). Intellectual stimulation thus includes motivating the worker to embrace risk aversion and implement new strategies and concepts that enhance corporate efficiency (Ghafoor et al., 2011). Intellectual stimulation generally refers to innovative, creative, and inventive approaches to established tasks. At the worldwide level, massive work has been done on intellectual stimulation and leadership (Avolio, 2004). In addition to

health, the role of intellectual stimulation in good management has been examined in other domains such as education, leadership, and business. Leadership style is also influenced by intellectual stimulation. Leaders cannot address all problems on their own. In today's modern environment, problems necessitate the use of many resources. Organizations must compete successfully in today's dynamic worldwide world of competition. Various elements impact the creation of creative thinking at the individual and organizational levels in any large business. Individual creative thinking requires expertise, power abilities, and intrinsic task drive, according to a large body of research. Workers' experience relates to their knowledge, abilities, and skills in order to make a contribution to their professions. Individual qualities have also been included as part of the wider framework describing creative thinking in the workplace at the organizational level. According to psychological research, supplementary behavior on the part of coworkers and bosses in the workplace boosts employee creativity. At both the individual and organizational levels, leadership style has an impact on the creation of innovative thinking. Transformational leadership style creates a work environment conducive to creative thinking by focusing on specific techniques such as involving employees in decision-making and problem-solving; empowering and supporting them to develop greater autonomy, work, and educate them to think about current issues in new ways. Innovative thinking and creative thinking are two fundamental components of intellectual stimulation that are frequently interoperable.

- **Inspirational Motivation:**

Inspirational motivation establishes and demonstrates the dream of the future, the use of motivational stimuli and displays hope and inspiration for activity (Abazeed, 2018). The leader's motivating encouragement strengthens the company by defining the organization's mission and empowering workers to support it and achieve it by passion for goals, confidence and trust. When leaders urge people to accomplish their best and go above and beyond, they demonstrate inspirational motivation. As a result, using inspiring motivation increases employees' feelings of self-reliance, allowing them to do their duties more effectively (Snyder & Lopez, 2002). According to Avolio et al. (1991),

perhaps in the nonexistence of the leader, divine motivation promotes individual achievement that exceeds conventional expectations, resulting in followers who are self-sufficient in dealing with issues. The extent to which the leader articulates an appealing and provocative vision for his or her followers. Leaders who have a divine motive set high expectations for their people. show confidence about future ambitions and provide resources for the current task If followers are to be inspired to act, they must be forced to have a strong sense of purpose. The energy that propels a group forward comes from its purpose and methods. Communication skills assist visionary qualities of leadership by making the vision perceivable, clear, compelling, and entertaining. Followers are willing to put in a lot of energy in their activities; they are motivated and enthusiastic about the future, and they believe in their abilities. The Divine Motivation component is established by actions that foster positivity and a commitment to the company's aims and vision. Furthermore, divine drive gives followers direction in their labor. The sum of sacred motivation and perfect influence is a leader's attraction, which is defined as a strategy where leaders stir followers by being visionary, psychologically strong, confident, and captivating to followers.

- **Individualized Consideration:**

This refers to one of the attributes of the transformational leader, connecting the employee's objectives to the organization's growth, leading them towards corporate objectives and offering learning and career development opportunities (Bass and Avolio, 1994). In other words, it refers to worker recognition by the boss, and concern in his desires, ambitions, and job needs, including preparation, growth, and development. At the other hand, the transformational leader focuses on his engagement with the equal rights of his workers and pays special consideration to each worker, which helps them feel driven to work. The consideration is not restricted to social interest and respect of workers, but also for the wants and needs of workers, and an examination of the capacities of staff to work and the allocation of duties according to such capacities (Abazeed, 2018).

2.2.2 Transactional style

The transactional manager is like the supporter and one person's aim is to trade another. Transactional members recognize the supporters they need to work with and seek to support them in return for meeting the aims of the organization (Mahar, 2020). In other words, the transaction leader depends on the wishes of its own supporters to build traction. The leader will get a reward or incentive pledge if the followers complete their job (Bass, 2008). The member of the agreement demonstrates behavior relevant to constructional and disciplinary aspects. Constructive action types are classified as reciprocal incentives, and punishment types are classified as administration of exceptions. Contingent pay involves assessing the effort needed to receive pay and using rewards and/or benefits to have an effect. It considers followers' expectations and understands when reaching goals. Burns (1978) reflected that leadership style indicates the deal's leaders are those who seek to encourage adherents through recourse to their own needs. Such members can achieve desired levels of performance by defining job areas, establishing priorities and improving ties with desired levels of performance (Bass & Avilio, 1990).

2.2.3 Employee performance

The most critical confrontation for managers since the introduction of globalization is to expertise various approaches to improve the efficiency of the company (Paracha, Qamar, Mirza, Hassan & Waqas, 2012). For the success of an entity employee performance plays a critical role that has a direct impact on the outcome of the organization. Previous research has explored that there is a favorable connection between fulfilled workers and firm, as fulfilled workers' efficiency is more efficient for the entity than less fulfilled workers (Ostroff, 1992). There is significant exposure to the connection between Leadership and Efficiency (Gadot, 2006). The key theme of each company is to increase the efficiency of the workers. Howell and Merenda (1999) indicated that transformational leadership would serve an essential function in growing workplace performance and a role in achieving the goal of the company and the actions of employees. Expressed by Walumbwa, Avolio and Zhu (2008), transformational leadership is combined with direct work-value skills to evaluate work performance. They educated their staff, scheduled meetings with

their superiors and sought input from their superiors. Companies often improve workplace efficiency by inspiring members of their team.

Employee efficiency is considered a key element contributing to corporate success (Beletskiy, 2011). Employees that have done well help companies stay successful and accomplish business targets. Employee success is related to workers who understand their jobs, priorities and capacities to achieve their organization's job level. Employee success is a primary outcome of the organizational studies research. Indicated the success of workers is a significant outcome of the job. Employee performance can be split into role (task) success and success in context. Task success is an important prerequisite for the position of an employee, to be defined by task review (Greenslade & Jimmieson, 2007). Studies have examined employee with leadership, and gave very fascinating findings, employee efficiency is improved when workers become inactive under the extraverted leadership. So, if the team is cautious, the effect would be the reverse (Paracha, et al., 2012).

2.2.4 Empowerment

Empowerment is described as the process of increasing organizational members' emotions of self-efficacy through the discovery of factors that create powerlessness and their elimination through both official organizational procedures and informal means of imparting efficacy knowledge (Conger & Kanungo, 1988). Prior to the adoption of this concept, most scholars regarded of empowerment as the act through which a leader or manager delegated authority. The concentration was mostly on the concept of distributing power that is defined as having formal authority or control over organizational resources and distributing it with employees.

Thomas and Velthouse (1990) expanded on the preceding idea by considering power as energy: to empower implies to inspire. According to the cognitive paradigm of empowerment, it is defined as enhanced intrinsic task motivation. Positively valued experiences that individuals obtain directly from a task are examples of intrinsic task motivation. Spreitzer (1995) used empirical evidence to demonstrate that empowerment is complex and not just focused on self-efficacy. Managerial effectiveness and inventive behavior were proven to be the

two outcomes of psychological empowerment and its antecedents, namely locus of control, self-esteem, access to knowledge, and rewards. Spreitzer (1996) shown that management perceptions of empowerment are related to social structural variables at the work unit level. A work unit with minimum role ambiguity, strong sociopolitical support, information availability, and a participatory unit atmosphere are examples of these. A high-involvement system fosters an atmosphere in which employees may take on more active roles within the organization.

2.2.5 Management styles

The style a manager employs in governing an organization is referred to as management style (Robbin, 2003). It encompasses all strategies used by a management to persuade subordinates to obey their orders, such as controlling, directing, and so on. It may also be defined as the specific method through which a manager directs the activities of an organization. A management style is a pattern of life that pervades an organization and allows a leader to rely on the creativity of its employees. Managers must develop an effective management style for organization development. The adhesives that integrate various activities and functions together is known as management style (Schleh, 1977). It is the manager's ideology or set of concepts for maximizing the workforce's potential. Management style is a systematic methodology for doing, not a process on how to accomplish anything. As a result, an effective management style is essential. The extent to which a manager continuously and gradually manages and leads followers to a planned goal agreed upon by the company is defined as an effective management style. It is the manager's approach to challenges to achieve the company's goals by converting diverse resources available into outputs through management functions (Field & Dubey, 2001). Khandwalla (1995) defined management style as the distinct approach in which a company takes choices and performs numerous duties such as setting goals, planning, strategy execution, corporate image development, interacting with important stakeholders, and other fundamental management operations.

Some managers are largely task-oriented and seek to get things done as quickly as possible. Others are primarily concerned with people's happiness and satisfaction. Others can blend these orientations, both in terms of people and

tasks. As different managers use different techniques to executing tasks in the process of their actual job. Scholars have recognized and documented a range of formal management styles since the 1950s, with the advent of management styles. According to Likert (2007), there are four management styles: participatory, paternalistic, exploiting, and consulting. Burn and Stalker (1961) distinguished between organic and mechanical management strategies. Management styles, according to Effere (2005), are autocratic, participatory, democracy, laissez faire, persuasion, and paternalistic.

2.2.6 Organizational commitment

In the literature on industrial and organizational psychology, the notion of organizational commitment has increased in prominence (Cohen, 2003). Early research on organizational commitment considered it as a single dimension, encompassing identification, engagement, and loyalty, and was based on an attitudinal approach (Porter, Steers, Mowday & Boulian, 1974). According to Porter et al (1974), a psychological connection or emotive commitment developed by an employee regarding his affiliation and participation with the relevant organization is referred to as an attitudinal view. He goes on to define organizational commitment as "an engagement to the organization, characterized by a desire to remain in it; identification with the organization's values and aims; and a readiness to go above and beyond on its behalf." As part of organizational commitment, individuals analyze how their personal values and ambitions connect to those of the organization, as a result, it is seen to be the link between the employee and the company.

Commitment is a force that connects an individual to a path of action relevant to one or more objectives," according to Cohen (2003). Arnold (2005) defines organizational commitment as the extent of a person's connection with and commitment in an organization. Organizational commitment, according to Miller (2003), is a situation in which personnel identifies with a specific organization and its aims and aspires to remain a member of the organization. As a result, organizational commitment refers to the extent to which an employee is willing to remain a member owing to a shared interest in and dedication to the organization's aims and values.

A dedicated employee would be familiar with the company's ethical standards, beliefs, goals, norms, and objectives. Organizational commitment is made up of three elements: persistence, emotion, and norms (Shaw et al (2003). Issues of dispersed leadership, decision-making in a participative framework, and leadership team structure, elements among employee satisfaction and organizational commitment, according to researchers, whereas leadership team highly related to variables (Hulpia et al., 2009). Avolio et al., (2004) found that transformational frameworks had a significant impact on employee commitment. Rai and Sinha (2000) investigated the relationship between organizational commitment dimensions and analytically factor-based transformational leadership characteristics and showed a positive correlated. Scholars also suggest that emotional commitment has an expressive link with individual considerations and inspiring motivation, since both variables contribute to the organizational commitment and impact integration approach (Kim & Kim, 2014). According to Selamat, Nordin, and Adnan (2013), the function of transformational leadership is to spark employee dedication to company goals.

A notable research by Joo, Yoon, and Jeung (2012) revealed transformational and self-evaluation leadership styles have an impact on commitment, with transformational leadership having the most effect connectivity since the employee has shown the highest level of commitment while the supervisor has perfectly conveyed goals, vision, and intellectual stimulation. This fact supports the findings of Dunn, Dastoor, and Sims (2012), who found that the link between employee commitment and leader conduct has a major impact on the smooth growth of businesses.

2.3 Empirical Evidence of the Relationship between Transformational Leadership and Employee Performance

Fernandes and Awamleh (2004) conducted a survey on the relationship between transformational, transactional leadership and satisfaction of the employees in UAE using correlation and regression analyses. They found a strong correlation between transformational leadership and employee satisfaction. Mohammad, AL-Zeaud, and Batayneh (2011) examined that association between

transformational leadership and satisfaction among employees in Jordan. They employed descriptive and correlation analyses and found that transformational leadership exhibited a positive impact on satisfaction.

Paracha et al., (2012) did a study on transformational and transactional leadership, employee performance and job satisfaction in Pakistan using descriptive, correlation and regression methods. They found that job satisfaction and employee performance exhibited a positive connection including transactional and transformational leadership. Marnis (2012) examined the relationship between transformational leadership, motivation, satisfaction and performance among banks in Indonesia using structural equation modeling and found that there is positive correlation between transformational leadership and motivation including satisfaction but revealed insignificant effect with performance.

Thamrin (2012) examined the relationship between transformational leadership and commitment on satisfaction and performance in Indonesia using structural equation modeling and found that transformational leadership revealed a strong connection with performance, commitment and satisfaction. In a study conducted by Rashed and Daud (2013) on transformational leadership and corporate commitment in Malaysia using quantitative method and found that commitment is effective when there is transformation leadership. Cavazotte, Moreno, and Bernardo (2013) studied the connection between transformational leadership and work efficiency in Brazil using partial least square method. They found that the assumed transformation leadership is related to higher levels of job success and interpersonal assistance.

Al-Harthy and Yusof (2013) wrote on the relationship between transformational leadership and performance and training in Malaysia using partial least square method and found that transformational leadership dimensions and training exhibited a positive impact to performance. Ha and Nguyen (2014) found that the dimensional of transformational leadership revealed positively significant relationship to employee performance. Handoyo, Hamid, and Iqbal (2015) wrote on leadership management and performance of the employee in Indonesia and found that transformational leadership revealed insignificant on motivation and performance.

Ali *et al.*, (2015) did a study on leadership style in connection with culture in Malaysia. Qualitative technique was used and found that positive association exists between leadership and culture. Jyoti and Bhau (2015) examined the impact of transformational leadership on performance in India. They employed structural equation modeling and regression analysis and found that transformation leadership has a positive effect on performance. Lor and Hassan (2017) found that transformational leadership influences employees' efficiency. Teymournejad and Elghaei (2017) wrote on transformational relation to employees' creativity in Iran using Kolmogorov-Smirnov analysis and they found that dimensions of transformational leadership have positive significant effect on employees' creativity.

Safdar and Liu (2018) employed descriptive analysis and regression method to examine the relationship between transformational leadership and employee creativity in Pakistan. They found that managers can increase workplace imagination by tailoring innovative leadership styles. In Jordan, Abazeed (2018) wrote on transformational leadership on learning of the organization using descriptive analysis, factor analysis and regression method. The study found that the variables of transformational leadership impacted positively on learning of the organization. Muslichah (2018) did a survey on transformational leadership and job satisfaction in Indonesia using partial least square method and found that transformational leadership exhibited a positive significant impact on job satisfaction. Jaya, Masdupi, and Marwan (2018) used path analysis to examine the relationship between transformational leadership and motivation on performance in Indonesia. They found that transactional and transformational leaderships have positive impact on employee motivation and performance.

Buila, Martínez, and Matute (2018) surveyed on transformational leadership and performance in Spain using partial regression and found that effective behavior enhances leadership's impact on reputation and interaction. Hian and Ling (2019) did a survey on the relationship between transformational leadership and employee behavior in Malaysia using correlation and regression analyses and found that motivation, inspiration and intellectual stimulation significantly influence employee behavior.

Nsom, Teih, and Sundjo (2019) studied the connection between transactional and transformational leadership on employee's conduct in Cameroon using percentage analysis. They reported that employees are either rewarded for hard work or fired for failure to achieve outcomes or exceeding standards as evidenced by 53 percent of those surveyed.

Abuzaid *et al.*, (2019) wrote on transformational leadership on effectiveness of decision making among Microfinance in Jordan. They employed descriptive analysis and found that positive connection exists between transformational style and decision-making strategy. Chandrasekara (2019) did a study on transformational leadership effect on satisfaction and performance in Sri Lanka. Correlation technique was used and reported that transformational style exhibited positive impact on performance. Chammas and Hernandez (2019) studied the connection between transformational leadership in Brazil using structural equation modeling and revealed that leader style influences employee performance. Mahar *et al.*, (2020) examined the relationship between transformational and transactional leaderships on employee performance in Pakistan using quantitative method. They found that positive correlation exists among transformational, transactional and performance of the employee.

2.3.1 Empirical summary

Table 2.1: Empirical Summary.

Study	Country	Analytical Technique	Findings
Fernandes and Awamleh (2004)	UAE	Correlation and regression analyses	They found a strong correlation between transformational leadership and satisfaction.
Mohammad, AL-Zeaud, and Batayneh (2011)	Jordan	Descriptive and correlation analyses	Found that transformational forms exhibited a positive impact on satisfaction.
Marnis (2012)	Indonesia	Structural equation Modeling	There is positive correlation between transformational and motivation including satisfaction but revealed insignificant effect with performance
Thamrin (2012)	Indonesia	Structural equation Modeling	Found that transformational leadership revealed a strong connection with performance, commitment and satisfaction.
Cavazotte, Moreno, and Bernardo (2013)	Brazil	Partial least square	They found that transformational leadership is related to higher levels of job success and interpersonal assistance
Rashed and Daud (2013)	Malaysia	Quantitative method	Found that commitment is effective when there is transformational leadership

Table 2.1: (con) Empirical Summary.

Study	Country	Analytical Technique	Findings
Al-Harthy and Yusof (2013)	Malaysia	Partial least square method	Found that transformational dimensions and training exhibited a positive impact to performance
Long, Yusof, Kowang, and Heng (2014)	Malaysia	Correlation and regression analyses	Found a significant connection between transformational leadership and satisfaction.
Ha and Nguyen (2014)	Vietnam	Descriptive, correlation, and regression analyses	It was found that transformational leadership positively related to employee performance
Handoyo, Hamid, and Iqbal (2015)	Indonesia	Quantitative method	They found that transformational leadership revealed insignificant on work motivation and performance
Ali <i>et al.</i> , (2015)	Malaysia	Qualitative Technique	Found that positive association exists between leadership and culture
Jyoti and Bhau (2015)	Indonesia	SEM and regression analysis	Found positive relationship between transformational leadership and employee performance.
Andreani and Petrik (2016)	Indonesia	Partial least square	Found positive relationship between transformational leadership and employee performance.
Hsu (2016)	Taiwan	Descriptive analysis and structural equation modeling	They found that positive connection exists among the selected variables with significant effect
Orabi (2016)	Jordan	Regression method	Found that most of the variables of transformational style contribute significantly on performance
Lor and Hassan (2017)	Malaysia	Descriptive, correlation and regression methods	Reported that transformational style influences employee's efficiency.
Teymournejad and Elghaei (2017)	Iran	Kolmogorov-Smirnov analysis	They found that dimensions of transformational have positive significant effect on employees' creativity
Safdar and Liu (2018)	Pakistan	Descriptive analysis and regression method	They found that managers can increase workplace imagination by tailoring innovative leadership styles.
Abazeed (2018)	Jordan	Descriptive analysis, factor analysis and regression method	The study found that the variables of transformational style impacted positive on learning of the organization.
Muslichah (2018)	Indonesia	Partial Least Square Method	Found that transformational style of leadership exhibited a positive significant impact on job satisfaction
Jaya, Masdupi, and Marwan (2018)	Indonesia	Path analysis	They found that transactional and transformational have a positive impact on employee motivation and performance
Buila, Martínez, and Matute (2018)	Spain	Partial regression	Found that effective behavior enhances leadership's impact on reputation and interaction
Hian and Ling (2019)	Malaysia	Correlation and regression analyses	Found that motivation inspiration and intellectual stimulation significantly influence employee behavior

Table 2.1: (con) Empirical Summary.

Study	Country	Analytical Technique	Findings
Nsom, Teih, and Sundjo (2019)	Cameroon	Percentage Analysis	Reported employees are either rewarded for hard work or fired for failure to achieve outcomes or exceeding standards as evidenced by 53 percent of those surveyed
Abuzaid, Al-Ma'aitah, Al-Haraisa, and Al-Tarawneh (2019)	Jordan	Descriptive Analysis	Found that positive connection exists between transformational style and decision-making strategy
Chandrasekara (2019)	Sri Lanka	Correlation method	Reported that transformational style exhibited positive impact on performance
Chammas and Hernandez (2019)	Brazil	Transformational, Leadership style, employee performance	SEM
Mahar <i>et al.</i> , (2020)	Pakistan	Correlation test	They found that positive correlation exists among transformational, transactional and performance of the employee

Source: Researcher's compilation

2.4 Variable Connection

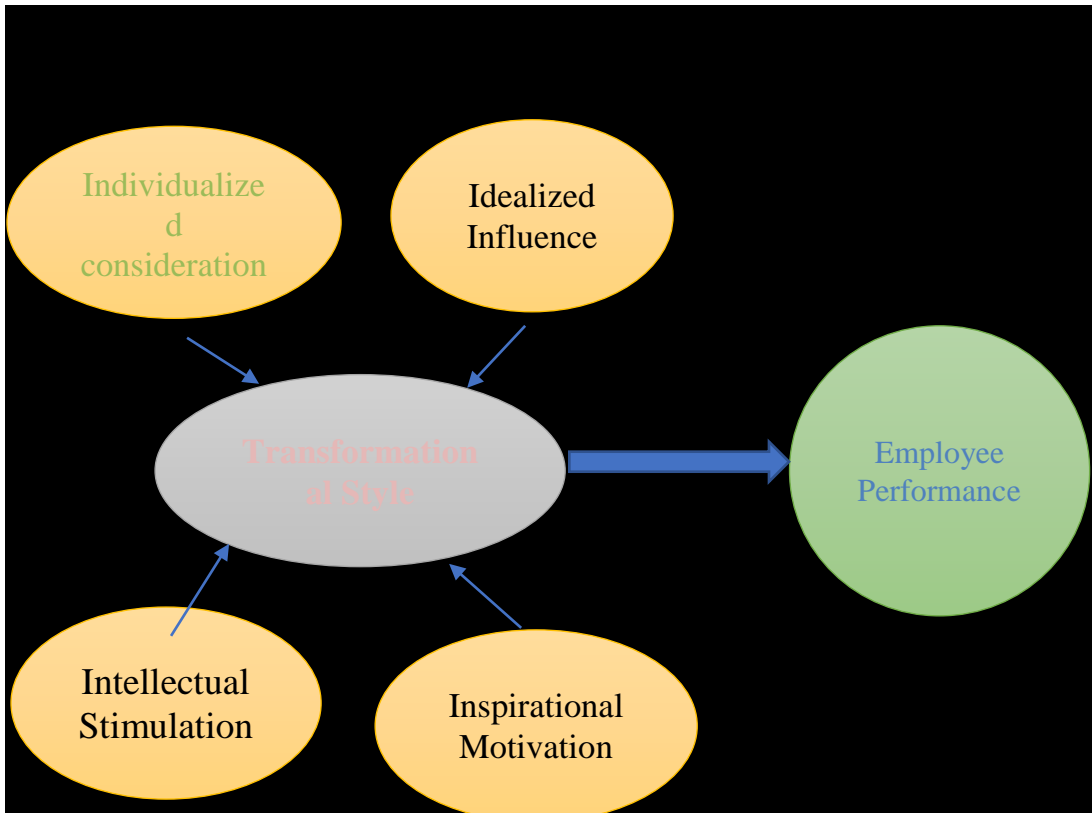


Figure 2.2: Variable connection.

Source: Bass and Riggio (2006)

- Independent variables:

Transformational Leadership

- Individualized consideration
- Inspirational motivation
- Idealized influence
- Intellectual stimulation

Dependent Variable

Employee Performance

Hypotheses:

Hypothesis 1: There is positive association between leaders' individualized consideration and employees' performance.

Hypothesis 2: There is positive association between leaders' inspirational motivation and employees' performance.

Hypothesis 3: There is positive association between leaders' idealized influence and employees' performance.

Hypothesis 4: There is positive association between leaders' intellectual stimulation and employees' performance.

3. METHOD

3.1 Research Design

A cross sectional research design will be applied. Meanwhile, the questionnaires shall be constructed using the dichotomous responses such as Yes or No and Likert's rating scale such Completely Agree, Mostly Agree, Slightly Agree, No Idea, Slightly Disagree, Mostly Disagree, and Completely Disagree.

3.2 Population and Sample

The population will consist of employees who work at banks in Cameroon. The sample will consist of approximately 400 employees who work at 2 banks in Cameroon and determined according to convenience sampling technique.

3.3 Data Collection and Instruments

3.3.1 Transformational leadership scale

The Multifactor Leadership Questionnaire – MLQ which was developed by Bass and Avolio (1990) will be used to measure participants' perceptions of transformational leadership.

3.3.2 Performance scale

A scale developed by Morgeson, Reider and Campion (2005) will be used to measure participants' task performance

3.4 Model Specification

This study shall adapt a functional model which is presented as follows:

$$EMP = f(IC, IDI, IS, IM)$$

Where

EMP – Employees Performance

IC – Individualized Consideration

IDI – Idealized Influence

IS – Intellectual Stimulation

IM – Inspirational Motivation

4. INTERPRETATION OF RESULT

4.1 Demographic Analysis - Respondents Information

Table 4.1: Sex

	Frequency	Percent	Cumulative Percent
Male	193	57.6	57.6
Female	142	42.4	100.0
Total	335	100.0	

Source: Author's analysis



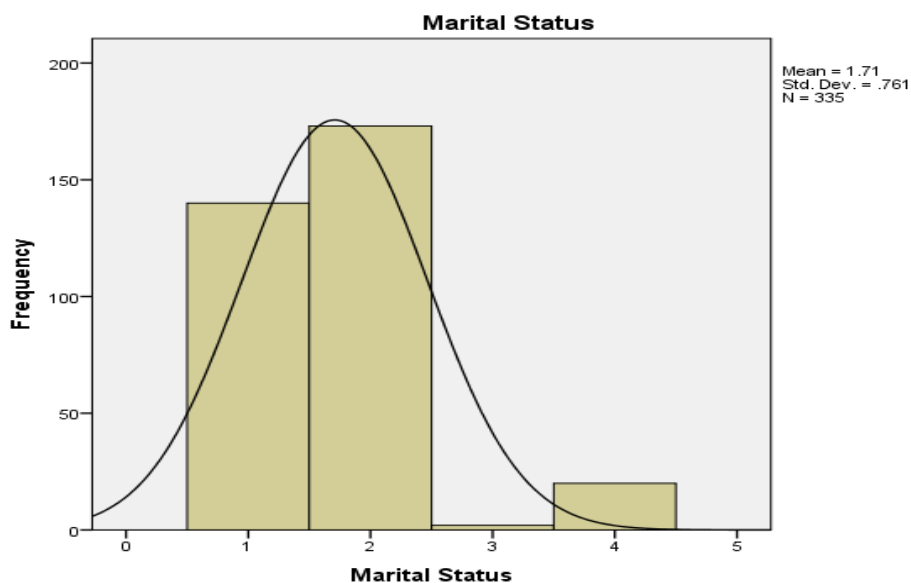
Figure 4.1: Sex

The report of table 1 and figure 1 above reveal the demographic result of the sex group of the participants and it was reported that 193 of the participants were male with the percentage of 57.6 while female accounted for 142 with 42,4 percent. This implies that male respondents are more than the female respondents during the survey though this is no form of discrimination between the genders.

Table 4.2: Marital Status

	Frequency	Percent	Cumulative Percent
Single	140	41.8	41.8
Married	173	51.6	93.4
Widow	2	.6	94.0
Divorce	20	6.0	100.0
Total	335	100.0	

Source: Author's analysis

**Figure 4.2: Marital Status**

140 of the participants with 41.8percent are single, 173 of them with 51.6percent are married, 2 of the participants with 0.6percent are widow while 20 of them with 6.0percent are divorce. The report of the marital status of the respondents indicates that married participants have the highest percentage, followed by single respondents, divorce and widow, respectively.

Table 4.3: Age

	Frequency	Percent	Cumulative Percent
18-25yrs	41	12.2	12.2
26-35yr	190	56.7	69.0
36-45yrs	100	29.9	98.8
46yrs plus	4	1.2	100.0
Total	335	100.0	

Source: Author's analysis

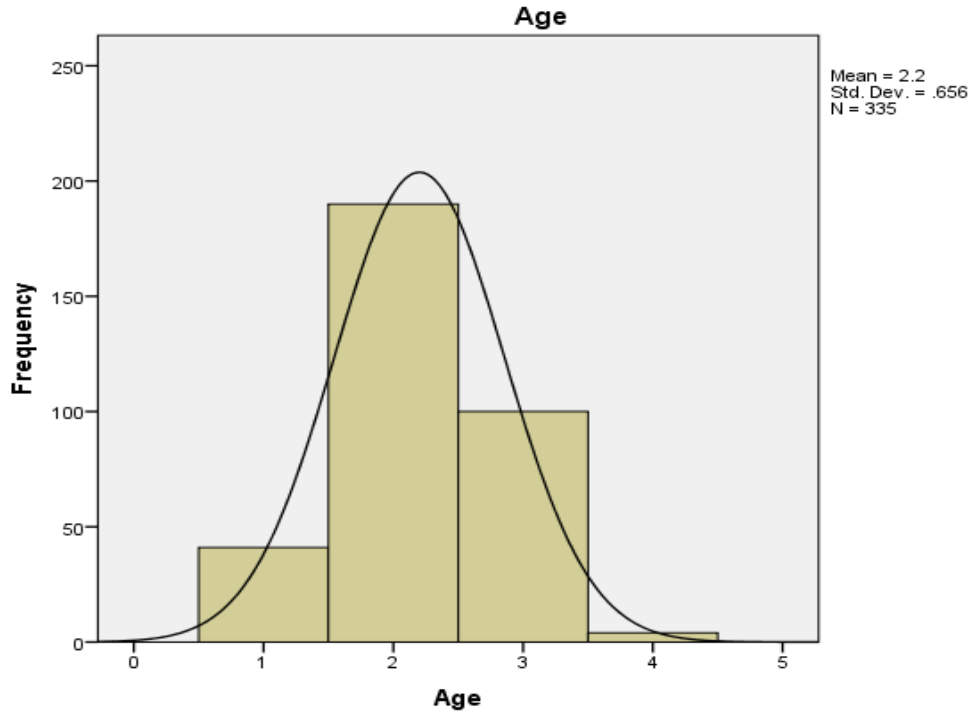


Figure 4.3: Age

Table and figure 3 present the report of the age of the participants, where 41 of them with 12.2percent has between 18-25years, 190 of the participants are between 26-35years, 100 of the participants with 29.9percent are between 36-45years while 4 of the participants with 1.2percent are above 46years. However, age between 26-35years has the highest participants, followed by age between 36-45years, 18-25years and above 46years.

Table 4.4: Educational Level

	Frequency	Percent	Cumulative Percent
Secondary Cert	11	3.3	3.3
BSc	143	42.7	46.0
Masters	180	53.7	99.7
Missing System	1	.3	100.0
Total	335	100.0	

Source: Author's analysis

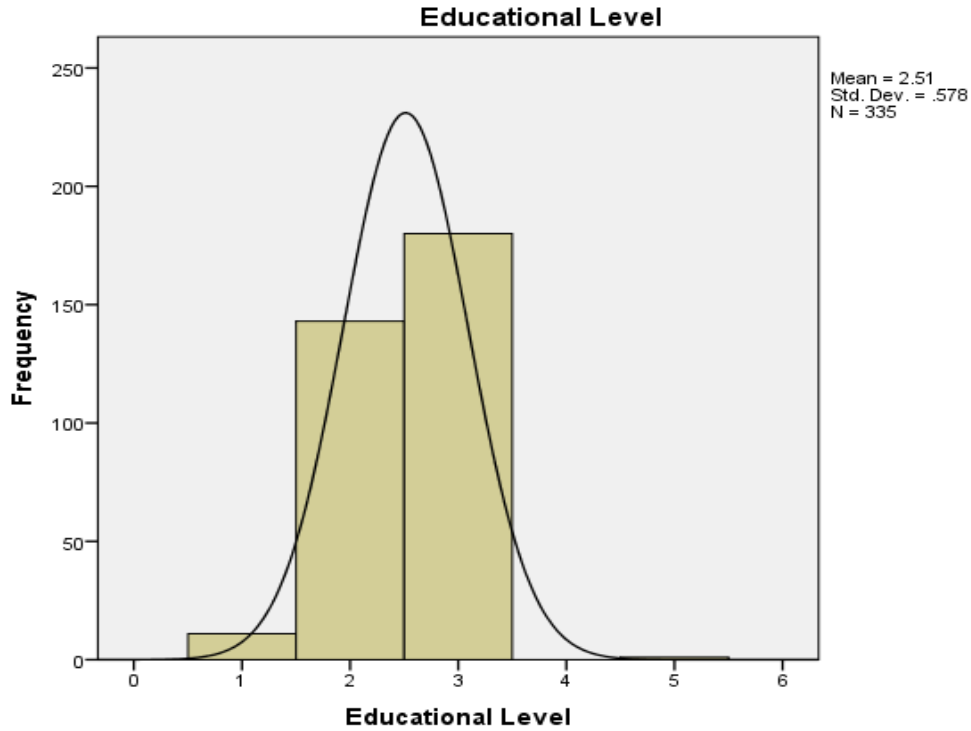


Figure 4.4: Educational Level

The educational level of the respondents displayed in the table and figure above show that 11 of the respondents accounting for 3.3percent have secondary certificate, 143 respondents with 42.7percent have BSc., 180 of the respondents with 53.7percent have master’s certificate while 1 of the respondents was missing. This connotes that many of the participants own master’s certificate, followed by BSc, and secondary certificate.

Table 4.5: Occupation / Current employment status

	Frequency	Percent	Cumulative Percent
Self Employed	24	7.2	7.2
Employed	205	61.2	68.4
Unemployed	6	1.8	70.1
Student	60	17.9	88.1
Others	40	11.9	100.0
Total	335	100.0	

Source: Author’s analysis

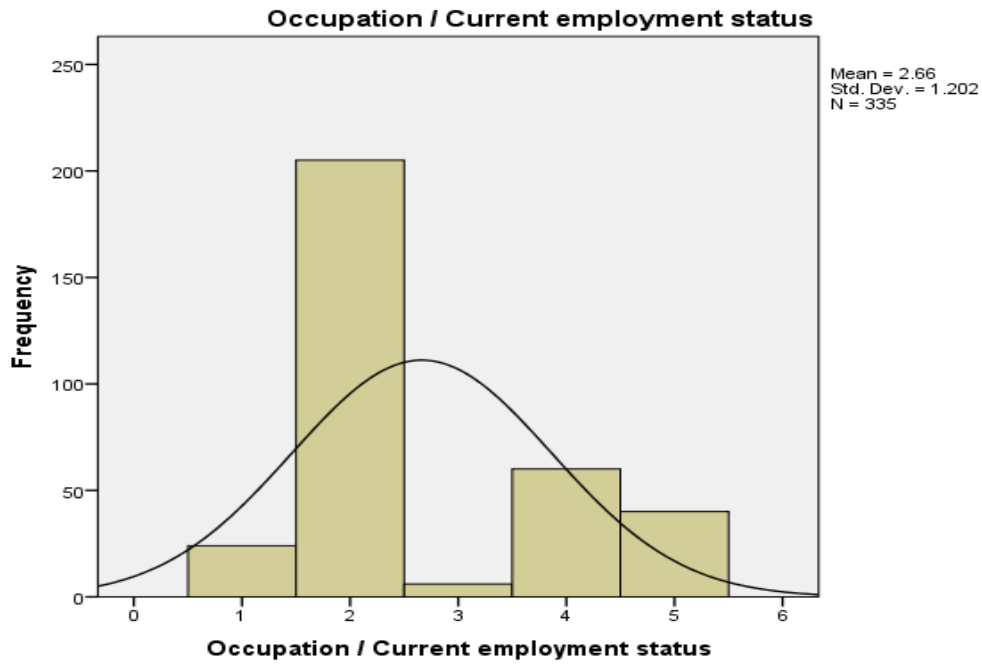


Figure 4.5: Occupation / Current employment status

24 participants with 7.2percent are self-employed, 205 of them with 61.2percent are employed, 6 participants with 1.8percent are unemployed, 60 participants with 17.9 percent are student while 40 of the participants representing 11.9percent are others. This indicates that most of them are employed, followed by student, others and self-employed, respectively.

Table 4.6: How long have you been working in the Bank?

	Frequency	Percent	Cumulative Percent
Less than 3yrs	43	12.8	12.8
3-5yrs	125	37.3	50.1
More than 5yrs	167	49.9	100.0
Total	335	100.0	

Source: Author's analysis

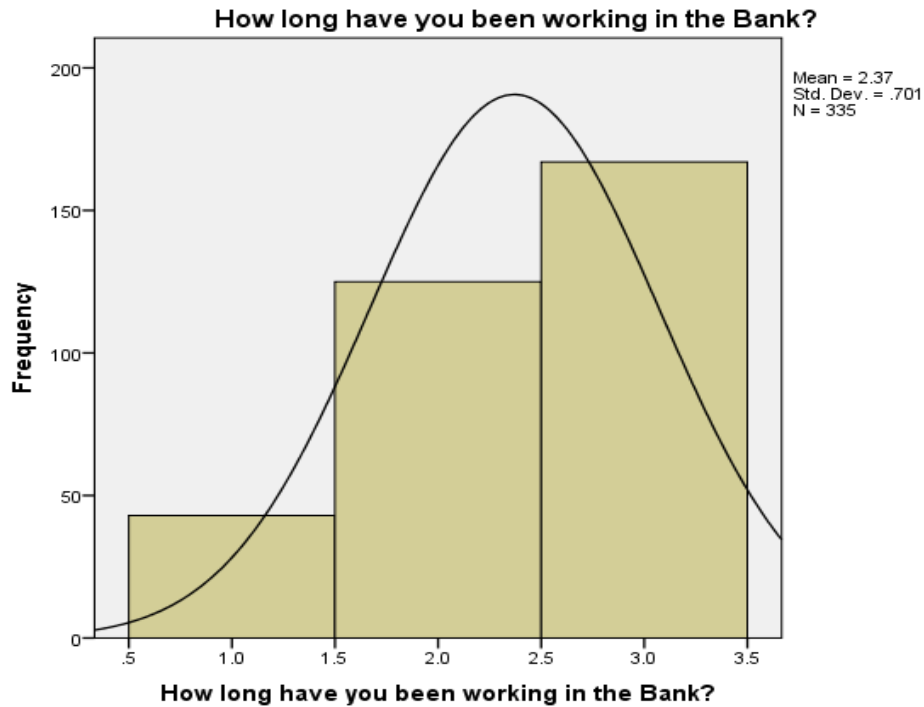


Figure 4.6: How long have you been working in the bank?

Table and figure 6 reported that 43 participants with 12.8percent have been working in the bank for less than 3years, 125 of them have been working in the bank between 3-5years, while 167 participants with 49.9percent have been working in the bank for more than 5years. However, most of the participants have been working in the banking for more than 5years, followed by 3-5years, and less than 3years.

4.2 Crosstabs Analysis

4.2.1 Crosstabs analysis of experience and hypothesis variables

Table 4.7: Experience * Employee Performance

			EMPLOYEE PERFORMANCE				Total
			No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Work Experience	Less than 3yrs	than	3	7	25	8	43
	3-5yrs		0	5	33	87	125
	More than 5yrs	than	0	0	27	140	167
Total			3	12	85	235	335

Source: Author's analysis

The above table reveals the experiences of the participants against their opinion on employee performance and reported that less than 3year of experience and between 3-5years of experience has the total participants of 168 that is, 43 of them has less than 3years experience and 125 of them has 3-5years experience while more the 5years accounting for 167. This indicates that many of the participants have more than 5years.

Grouping	Responses
Less than 5yrs(less than 3yrs and 3-5yrs)	(43 +125) =168
More than 5yrs	167

Hypothesis Testing

Ho: More than 5 years’ work experience has less participants on employee performance

H1: More than 5 years’ work experience has more participants on employee performance

Decision Rule

Based on the Crosstab report, the null hypothesis is rejected, that is, the participants with more than 5years’ work experience has the highest percentage.

Crosstab Analysis - Experience and Transformational Style Variables

Table 4.8: Experience * Individualized Consideration

		INDIVIDUALIZED CONSIDERATION					Total
		Mostly Disagree	No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Work Experience	Less than 3yrs	2	2	6	19	14	43
	3-5yrs	0	0	6	44	75	125
	More than 5yrs	0	0	2	48	117	167
Total		2	2	14	111	206	335

Source: Author’s analysis

The individualized consideration variable measures with the year of experience of the participants indicates that many of the partakers with more than 5yeras of experience chose mostly agree and completely agree with individualized consideration of transformational style.

Hypothesis Testing

Ho: More than 5 years' work experience has less participants on individualized consideration

H1: More than 5 years' work experience has more participants on individualized consideration

Decision Rule

The null hypothesis is rejected, that is, the respondents with more than 5years' work experience has the highest percentage for individualized consideration.

Table 4.9: Experience * Idealized Influence

		IDEALIZED INFLUENCE					Total
		Slightly Disagree	No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Work Experience	Less than 3yrs	1	1	8	24	9	43
	3-5yrs	0	0	7	45	73	125
	More than 5yrs	0	0	1	38	128	167
Total		1	1	16	107	210	335

Source: Author's analysis

Participants with more than 5 years indicates that 38 of the participants chose mostly agree and 128 of them chose completely agree with idealized influence.

Hypothesis Testing

Ho: More than 5 years' work experience has less participants on idealized influence

H1: More than 5 years' work experience has more participants on idealized influence

Decision Rule

The report indicates that the null hypothesis is rejected while the alternative hypothesis is accepted that the participants with more than 5years' work experience has the highest percentage for idealized influence.

Table 4.10: Experience * Intellectual Stimulation

		INTELLECTUAL STIMULATION					Total
		Mostly Disagree	No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Work Experience	Less than 3yrs	2	3	4	20	14	43
	3-5yrs	0	0	6	58	61	125
	More than 5yrs	0	0	3	42	122	167
Total		2	3	13	120	197	335

Source: Author's analysis

The intellectual stimulation measures with the year of experience of the participants indicates that many of them with more than 5yeras of experience agree intellectual stimulation style.

Hypothesis Testing

Ho: More than 5 years' work experience has less participants on intellectual stimulation

H1: More than 5 years' work experience has more participants on intellectual stimulation

Decision Rule

Based on the report, the null hypothesis is rejected, that is, the participants with more than 5years' work experience have the highest percentage for intellectual stimulation.

Table 4.11: Experience * Inspirational Motivation

		INSPIRATIONAL MOTIVATION					Total
		Completely Disagree	No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Work Experience	Less than 3yrs	2	1	7	27	6	43
	3-5yrs	0	1	16	88	20	125
	More than 5yrs	0	0	13	123	30	167
Total		2	2	36	238	56	335

Source: Author's analysis

The inspirational motivation variable measures with the year of experience of the participants indicates that many of the partakers with more than 5 years of experience chose mostly agree and completely agree with inspirational motivation style of leadership.

Hypothesis Testing

Ho: More than 5 years' work experience has less participants on inspirational motivation

H1: More than 5 years' work experience has more participants on inspirational motivation

Decision Rule

The report shows that the null hypothesis is rejected, that is, the participants with more than 5 years' work experience has the highest percentage.

4.2.2 Crosstabs Analysis of Educational Level and Hypothesis Variables

Table 4.12: Educational Level * Employee Performance

		EMPLOYEE PERFORMANCE.				Total
		No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Educational Level	Secondary Cert	0	0	5	6	11
	BSc	0	7	42	94	143
	Masters	3	5	37	135	180
	Others	0	0	1	0	1
Total		3	12	85	235	335

Source: Author's analysis

The crosstabs analysis conducted on the educational level of the participants on their opinion on employee performance shows that 5 participants who chose mostly agree and 6 participants who chose completely agree own secondary cert, for BSc holders, 7 participants chose slightly agree, 42 of them chose mostly agree, and 94 of them chose completely agree. While for Masters, 3 chose no idea, 5 of them chose slightly agree, 37 of them chose mostly agree and 135 of the participants chose completely agree, connoting that masters holders has the highest participants.

Grouping

Responses

Less than 5yrs(less than 3yrs and 3-5yrs)

(43 +125) =168

More than 5yrs

167

Hypothesis Testing

Ho: The participant for employee performance owns more BSc degree than masters' degree

H1: The participant for employee performance owns more masters' degree than BSc degree

Decision Rule

Based on the Crosstab report, the null hypothesis is rejected, that is, the participants with masters' degree has the highest participant.

4.2.3 Crosstab Analysis – Educational Level and Transformational Style

Variables

Table 4.13: Educational Level * Individualized Consideration

		INDIVIDUALIZED CONSIDERATION					Total
		Mostly Disagree	No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Educational Level	Secondary Cert	0	0	0	5	6	11
	BSc	0	0	10	56	77	143
	Masters	2	2	4	49	123	180
	Others	0	0	0	1	0	1
Total		2	2	14	111	206	335

Source: Author's analysis

The individualized consideration variable measured with the educational level indicates that most of the participants who chose slightly agree are BSc holders, followed by masters holders. BSc holders has the highest participants for mostly agree with 56 participants followed by masters and secondary cert. while masters' holders have the highest participants for completely agree, followed by BSc holders and secondary cert respectfully.

Hypothesis Testing

Ho: The participant for individualized consideration owns more BSc degree than masters' degree

H1: The participant for individualized consideration owns more masters' degree than BSc degree

Decision Rule

The report indicated that the null hypothesis failed to be accepted that master's degree participants have the highest percentage.

Table 4.14: Educational Level * Idealized Influence

		IDEALIZED INFLUENCE					Total
		Slightly Disagree	No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Educational Level	Secondary Cert	0	0	0	4	7	11
	BSc	0	0	9	56	78	143
	Masters	1	1	7	47	124	180
	Others	0	0	0	0	1	1
Total		1	1	16	107	210	335

Source: Author's analysis

The idealized influence variable measured with the educational level indicates that most of the participants who chose slightly agree are BSc holders, followed by masters holders. BSc. holders have the highest participants for mostly agree with 56 participants followed by masters and secondary cert. while masters' holders have the highest participants for completely agree, followed by BSc. holders and secondary cert respectfully.

Hypothesis Testing

Ho: The participant for idealized influence owns more BSc degree than masters' degree

H1: The participant for idealized influence owns more masters' degree than BSc degree

Decision Rule

Based on the report, the null hypothesis is rejected, that is, the participants with masters' degree were more than the BSc degree holders.

Table 4.15: Educational Level * Intellectual Stimulation

		INTELLECTUAL STIMULATION					Total
		Mostly Disagree	No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Educational Level	Secondary Cert	0	0	0	6	5	11
	BSc	0	0	10	60	73	143
	Masters	2	3	3	54	118	180
	Others	0	0	0	0	1	1
Total		2	3	13	120	197	335

Source: Author's analysis

The intellectual stimulation variable measured with the educational level indicates that most of the participants who chose slightly agree are BSc holders, followed by masters holders. BSc holders has the highest participants for mostly agree with 60 participants followed by masters and secondary cert. while masters' holders have the highest participants for completely agree, followed by BSc. holders and secondary cert respectfully.

Hypothesis Testing

Ho: The participant for intellectual stimulation owns more BSc degree than masters' degree

H1: The participant for intellectual stimulation owns more masters' degree than BSc degree

Decision Rule

The report showed that null hypothesis is rejected, that is, masters' degree holders are more than the BSc degree holders.

Table 4.16: Educational Level * Inspirational Motivation

		INSPIRATIONAL MOTIVATION					Total
		Completely Disagree	No Idea	Slightly Agree	Mostly Agree	Completely Agree	
Educational Level	Secondary Cert	0	0	1	9	1	11
	BSc	0	1	19	100	23	143
	Masters	2	1	16	128	32	180
	Others	0	0	0	1	0	1
Total		2	2	36	238	56	335

Source: Author's analysis

The inspirational motivation variable measured with the educational level indicates that most of the participants who chose completely disagree are master's holders, slightly agree are BSc. holders, followed by masters' holders. Masters' holders have the highest participants for mostly agree with 128 participants followed by BSc and secondary cert. and masters' holders have the highest participants for completely agree, followed by BSc. holders and secondary cert respectfully.

Hypothesis Testing

Ho: The participant for inspirational motivation owns more BSc degree than masters' degree

H1: The participant for inspirational motivation owns more masters' degree than BSc degree

Decision Rule

Based on the Crosstab report, the null hypothesis is rejected, that is, the participants with masters' degree has the highest percentage for inspirational motivation.

4.3 Hypothesis Summary of the Scaling Item

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The categories defined by Sex = Male and Female occur with probabilities 0.5 and 0.5.	One-Sample Binomial Test	.006	Reject the null hypothesis.
2	The categories of Marital Status occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
3	The categories of Age occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
4	The categories of Educational Level occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
5	The categories of Occupation / Current employment status occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
6	The categories of How long have you been working in the Bank? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
7	The categories of How often do you interact with your boss? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
8	The categories of Does your boss respond to your needs regularly? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
9	The categories of How would you rate the quality of leadership in your company (Bank)? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
10	The categories of I always perform my work well within time frame occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
11	The categories of Collaboration with others is always productive occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
12	The categories of I keep in mind the objective to be achieved occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
13	The categories of I work more than expected to get a better result occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 4.7: Hypothesis Summary of the Scaling Item

Source: SPSS Output

The scaling item was subjected to hypothesize summary analysis, that is, each item of the questionnaire was tested to examine whether the individual item can be significantly contribute to the broad study objective. The categorical hypothesis suggested that the item from 1 to 13 rejected the null hypothesis, indicating each item in the questionnaire is significant to predict the subject matter.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
14	The categories of I am mostly looking for ways to increase my work performance occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
15	The categories of I manage to plan my task so that it will be done on time occur with equal probabilities	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
16	The categories of My supervisor/manager considers me as having different needs, abilities and aspirations from others occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
17	The categories of The job gives me considerable opportunity for independence and freedom in how do the work occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
18	The categories of Individuals are being selected by capabilities and never neglect the competencies of others occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
19	The categories of Not mostly concern about individualized consideration occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
20	The categories of My supervisor/manager considers the moral and ethical consequences of his/her decisions occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
21	The categories of The job gives me considerable opportunity for independence and freedom in how do the work occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
22	The categories of My immediate supervisor/manager acts in ways that builds my respect occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 4.8:Hypothesis Summary of the Scaling Item

Source: SPSS Output

The categorical hypothesis with the use of one-sample chi-square testing suggested that the item from 14 to 22 failed to accept the null hypothesis, showing that each item in the questionnaire is significant to predict the subject matter.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
23	The categories of My supervisor addresses the future optimistically with the workers occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
24	The categories of My supervisor takes a huge risk to achieve their aims and objectives occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
25	The categories of My supervisor/manager specifies the importance of having a strong sense of purpose occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
26	The categories of My supervisor/manager displays a sense of power and confidence occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
27	The categories of My supervisor/manager expresses confidence that goals will be achieved occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
28	The categories of My supervisor established an example for subordinates to follow occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
29	The categories of My supervisor Encourage accomplishment occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
30	The categories of Task are built to develop trust and commitment occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
31	The categories of My supervisor/manager helps me to develop my strengths occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 4.9:Hypothesis Summary of the Scaling Item

Source: SPSS Output

The scaling item of the categorical hypothesis suggested that the item from 23 to 31 rejected the null hypothesis, indicating each item in the questionnaire is significant to predict the subject matter.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
32	The categories of My manager inspires thinkers with an open mind and accept new creativity occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
33	The categories of My supervisor seeks to support and tackle the challenges of workers occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
34	The categories of My manager always pushing for perspectives from employees on certain crucial issues occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
35	The categories of Sometimes I do give up my personal interests for the sake of the company occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
36	The categories of My supervisor is too flexible to stimulate organizational performance but rather satisfy the employee occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
37	The categories of EMPLOYEE PERFORMANCE. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
38	The categories of INDIVIDUALIZED CONSIDERATION occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
39	The categories of IDEALIZED INFLUENCE occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
40	The categories of INTELLECTUAL STIMULATION occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
41	The categories of INSPIRATIONAL MOTIVATION occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 4.10: Hypothesis Summary of the Scaling Item

Source: SPSS Output

The item of the categorical hypothesis suggested that the item from 32 to 41 rejected the null hypothesis, indicating each item in the questionnaire is significant to predict the subject matter.

4.4 Reliability Test

Table 4.17: Reliability Statistics

Cronbach's Alpha	N of Items
.969	27

Source: Author's analysis

To examine whether the items used in the questionnaire are reliable, the study established a Cronbach's Alpha test of reliability, and it was reported that the 27 items in the questionnaire reveals a Cronbach's Alpha value of 0.969, indicating that the items have 96percent reliability value.

4.5 Factor Analysis

Table 4.18: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	15.218	56.361	56.361	15.218	56.361	56.361	
2	2.553	9.456	65.817	2.553	9.456	65.817	
3	1.325	4.909	70.726	1.325	4.909	70.726	
4	1.192	4.415	75.142	1.192	4.415	75.142	
5	1.016	3.764	78.905	1.016	3.764	78.905	
6	.898	3.324	82.229				
7	.671	2.487	84.716				
8	.491	1.820	86.535				
9	.468	1.735	88.270				
10	.433	1.604	89.874				
11	.384	1.423	91.297				
12	.293	1.083	92.380				
13	.280	1.039	93.419				
14	.235	.872	94.291				
15	.209	.776	95.066				
16	.185	.685	95.751				
17	.175	.649	96.400				
18	.163	.604	97.004				
19	.156	.576	97.580				
20	.134	.495	98.075				
21	.130	.483	98.558				
22	.086	.320	98.878				
23	.080	.295	99.173				
24	.069	.255	99.428				
25	.061	.226	99.654				
26	.053	.196	99.850				
27	.040	.150	100.000				

Extraction Method: Principal Component Analysis.

Source: Author's analysis

The report of the factor analysis through the variance explained of the items used to conduct the analysis and which were gathered from the target audience

shows that, at component 1 of the items, there was a value of 56.361 while at component 5, there was a value of 78.905, indicating that at component 5, the variance explained of the items has 78percent.

4.6 Regression Analysis for all

Table 4.19: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.645	.640	.357

Source: Author's analysis

The regression summary as presented in Table 39, shows the value R: 0.803, the R-square: 0.645, the adjusted R-square: 0.640 and the standard error: 0.357. this shows that the study regression is goodness of the fit, as a result of the R-square value which is above average, that is the determination of the coefficient is sufficient.

4.6.1 Analysis of Variance

Table 4.20: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	76.339	4	19.085	149.608	.000
Residual	42.096	330	.128		
Total	118.436	334			

Source: Author's analysis

The above table presents the analysis of variance of the data gathered. It was showed in the table that the sum of squares regression value was 76.339, the df was 4, mean square was 19.085, the F-stat value was 149.608 and the significance value was 0.000, implying that the independent variables can jointly impact the dependent variable.

4.6.2 Coefficient

Table 4.21: Coefficients

DV:	Employee Performance	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	(Constant)	B 1.342	.221	Beta	6.081	.000
	Individualized Consideration	.230	.045	.271	5.178	.000
	Idealized Influence	.392	.046	.415	8.582	.000
	Intellectual Stimulation	.154	.043	.184	3.603	.000
	Inspirational Motivation	.036	.024	.057	1.537	.125

Source: Author's analysis

The coefficient of the regression with the equation $EMP = f(IC, IDI, IS, IM)$ shows:

At constant, the coefficient value of 1.342, with standard error value of 0.221, the t-stat value is 6.081 while the sig value is 0.000, implying that, if the independent variables are constant over time, employee performance will be positive and significant.

The first independent variable (individualized consideration) has the coefficient value 0.230, the std error value is 0.045, t-stat value is 5.178 and the sig value is 0.000, indicating that individualized consideration exhibits a positive impact and significant on employee performance.

Idealized influence showed the coefficient value of 0.392 with std error value of 0.046, t-stat value of 8.582 and significance value of 0.000, connoting that the employee performance would be positively impacted significant when idealized influence increases.

Intellectual stimulation has the coefficient value of 0.154 with std error value of 0.043, t-stat value of 3.603 with the sig value of 0.000, indicating that intellectual stimulation exhibits a positive and significant impact on employee performance.

Inspirational motivation coefficient value is 0.036 with std error value of 0.024, t-stat value of 1.537 and sig value of 0.125, implying that inspirational

motivation exhibits a positive impact on employee performance though it was not significant due the significant value which was above 5% alpha level.

4.6.3 Hypothesis Testing for all

Hypothesis I

Ho There is positive significant association between leaders' individualized consideration and employees' performance.

Decision Rule:

	Coefficient	Sig
Individualized consideration – employee performance	.230	.000

The null hypothesis failed to be rejected that is, individualized consideration has a positive and significant impact on employee performance. This is as a result of the coefficient value which positive and the sig value is less than 5% alpha level.

Hypothesis II

Ho: There is positive significant association between leaders' inspirational motivation and employees' performance

Decision Rule:

	Coefficient	Sig
inspirational motivation – employee performance	0.392.	000

The null hypothesis failed to be rejected, that is, inspirational motivation has a positive and significant impact on employee performance.

Hypothesis III

Ho: There is positive significant association between leaders' idealized influence and employees' performance

Decision Rule:

	Coefficient	Sig
Idealized influence – employee performance .	154.	000

The null hypothesis failed to be rejected, that is, idealized influence has a positive and significant impact on employee performance.

Hypothesis IV

Ho: There is positive significant association between leaders' intellectual stimulation and employees' performance

Decision Rule:

	Coefficient	Sig
intellectual stimulation – employee performance .	.036.	.125

The null hypothesis failed to be rejected, that is, intellectual stimulation has a positive but insignificant impact on employee performance. Thus, the coefficient value was positive, but the sig value was more than 5% alpha level.

4.7 Correlation Test

Table 4.22: Correlations

		Employee Performance	Individualized Consideration	Idealized Influence	Intellectual Stimulation	Inspirational Motivation
Employee Performance	Pearson Correlation	1	.708**	.739**	.680**	.378**
	Sig. (2-tailed)		.000	.000	.000	.000
Individualized Consideration	Pearson Correlation	.708**	1	.676**	.711**	.454**
	Sig. (2-tailed)	.000		.000	.000	.000
Idealized Influence	Pearson Correlation	.739**	.676**	1	.678**	.299**
	Sig. (2-tailed)	.000	.000		.000	.000
Intellectual Stimulation	Pearson Correlation	.680**	.711**	.678**	1	.401**
	Sig. (2-tailed)	.000	.000	.000		.000
Inspirational Motivation	Pearson Correlation	.378**	.454**	.299**	.401**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

Source: Author's analysis

Table 42 presents the report of Pearson correlation analysis, and it was revealed that the employee performance and individualized consideration has a correlation value of 0.708 with sig value of 0.000, meaning that there exists a strong positive correlation between employee performance and individualized

consideration. Employee performance and idealized influence has the value of 0.739 with the sig value of 0.000, indicating that a strong positive relationship exists between the variables. More so, employee performance and intellectual simulation exhibit a correlation value of 0.680 with sig value of 0.000, implying that the two variables have a moderate positive relationship between each other. While that of employee performance and inspirational motivation has the correlation value of 0.378 with the sig value of 0.000, indicating that employee performance and inspirational motivation as a weak positive correlation.

4.8 Analysis for Less than 5years Experience

4.8.1 Factor Analysis

Table 4.23: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.634	55.447	55.447	16.634	55.447	55.447
2	2.612	8.707	64.154	2.612	8.707	64.154
3	1.590	5.299	69.452	1.590	5.299	69.452
4	1.327	4.423	73.876	1.327	4.423	73.876
5	1.148	3.827	77.703	1.148	3.827	77.703
6	.977	3.256	80.958			
7	.760	2.535	83.493			
8	.627	2.090	85.583			
9	.613	2.044	87.627			
10	.513	1.709	89.336			
11	.407	1.356	90.692			
12	.369	1.231	91.923			
13	.298	.995	92.917			
14	.276	.920	93.838			
15	.263	.877	94.715			
16	.211	.703	95.417			
17	.188	.625	96.043			
18	.177	.590	96.633			
19	.169	.564	97.196			
20	.145	.484	97.680			
21	.136	.454	98.134			
22	.116	.387	98.521			
23	.101	.338	98.859			
24	.072	.239	99.097			
25	.065	.218	99.315			
26	.057	.191	99.507			
27	.051	.171	99.677			
28	.039	.130	99.808			
29	.035	.116	99.923			
30	.023	.077	100.000			

Source: Author's analysis

The report of the factor analysis for less than 5years experience through the variance explained indicates that, at component 1 of the items, there was a value of 55.447 while at component 5, there was a value of 77.703, indicating that at component 5, the variance explained of the items has above 77percent to explain the subject matter.

4.8.2 Reliability testing

Table 4.24: Reliability Statistics

Cronbach's Alpha	N of Items
.968	27

Source: Author's analysis

The Cronbach's Alpha test of reliability reported that the 27 items in the questionnaire reveals a Cronbach's Alpha value of 0.968, indicating that the items have above 96percent reliability value.

4.8.3 Regression analysis

Table 4.25: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.430	4	13.358	84.004	.000
	Residual	24.806	156	.159		
	Total	78.236	160			

Source: Author's analysis

The above table presents the analysis of variance of the data with less than 5years experience and it was showed in the table that the sum of squares regression value was 53.430, the df was 4, mean square was 13.358, the F-stat value was 84.004 and the significance value was 0.000, implying that the independent variables can jointly impact the dependent variable.

Table 4.26: Coefficients

Employee Performace	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.851	.327		2.604	.010
Individualized Consideration	.296	.065	.346	4.571	.000
Idealized Influence	.440	.073	.407	6.055	.000
Intellectual Stimulation	.125	.069	.146	1.818	.071
Inspirational Motivation	.023	.058	.026	.390	.697

Source: Author's analysis

At constant, the coefficient value of 0.851, with standard error value of 0.327, the t-stat value is 2.604 while the sig value is 0.010, implying that, if the independent variables are constant over time, employee performance will be positive and significant.

The first independent variable (individualized consideration) has the coefficient value 0.296, the std error value is 0.065, t-stat value is 4.571 and the sig value is 0.000, indicating that individualized consideration exhibits a positive impact and significant on employee performance.

Idealized influence showed the coefficient value of 0.440 with std error value of 0.073, t-stat value of 6.055 and significance value of 0.000, connoting that the employee performance would be positively impacted significant when idealized influence increases.

Intellectual stimulation has the coefficient value of 0.125 with std error value of 0.069, t-stat value of 1.818 with the sig value of 0.071, indicating that intellectual stimulation exhibits a positive but not significant to impact on employee performance.

Inspirational motivation coefficient value is 0.023 with std error value of 0.058, t-stat value of 0.390 and sig value of 0.697, implying that inspirational motivation exhibits a positive impact on employee performance though it was not significant due the significant value which was above 5% alpha level.

4.8.4 Hypothesis Testing for Less than 5years

Hypothesis I

Ho There is positive significant association between leaders' individualized consideration and employees' performance.

Decision Rule:

	Coefficient	Sig
Individualized consideration – employee performance	0.296.	000

The null hypothesis failed to be rejected while the alternative is accepted, that is, individualized consideration has a positive and significant impact on employee performance. This is as a result of the coefficient value which positive and the sig value is less than 5% alpha level.

Hypothesis II

Ho: There is positive significant association between leaders' inspirational motivation and employees' performance

Decision Rule:

	Coefficient	Sig
inspirational motivation – employee performance	40.	000

The null hypothesis failed to be rejected, that is, inspirational motivation has a positive and significant impact on employee performance.

Hypothesis III

Ho: There is positive significant association between leaders' idealized influence and employees' performance

Decision Rule:

	Coefficient	Sig
Idealized influence – employee performance	0.125.	071

The null hypothesis was rejected, that is, idealized influence has a positive and significant impact on employee performance.

Hypothesis IV

Ho: There is positive significant association between leaders' intellectual stimulation and employees' performance

Decision Rule:

	Coefficient	Sig
intellectual stimulation – employee performance .	036.	125

The null hypothesis failed to be rejected, that is, intellectual stimulation has a positive but insignificant impact on employee performance. Thus, the coefficient value was positive, but the sig value was more than 5% alpha level.

4.8.5 Correlation Analysis

Table 4.27: Correlations

		Employee Performance	Individualized Consideration	Idealized Influence	Intellectual Stimulation	Inspirational Motivation
Employee Performance.	Pearson Correlation	1	.744**	.755**	.711**	.571**
	Sig. (2-tailed)		.000	.000	.000	.000
Individualized Consideration	Pearson Correlation	.744**	1	.668**	.746**	.684**
	Sig. (2-tailed)	.000		.000	.000	.000
Idealized Influence	Pearson Correlation	.755**	.668**	1	.711**	.513**
	Sig. (2-tailed)	.000	.000		.000	.000
Intellectual Stimulation	Pearson Correlation	.711**	.746**	.711**	1	.687**
	Sig. (2-tailed)	.000	.000	.000		.000
Inspirational Motivation	Pearson Correlation	.571**	.684**	.513**	.687**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
		161	161	161	161	161

Source: Author's analysis

The report of Pearson correlation analysis revealed that the employee performance and individualized consideration has a correlation value of 0.744 with sig value of 0.000, meaning that there exists a strong positive correlation between employee performance and individualized consideration. Employee performance and idealized influence has the value of 0.755 with the sig value of 0.000, indicating that a strong positive relationship exists between the variables. More so, employee performance and intellectual stimulation exhibit a correlation value of 0.711 with sig value of 0.000, implying that the two variables have a

moderate positive relationship between each other. While that of employee performance and inspirational motivation has the correlation value of 0.571 with the sig value of 0.000, indicating that employee performance and inspirational motivation as a moderate positive correlation.

4.9 Analysis for More than 5years Experience

4.9.1 Factor analysis

Table 4.28: Total Variance Explained

Component	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	10.721	35.737	35.737
2	3.456	11.522	47.258
3	2.104	7.013	54.271
4	1.756	5.853	60.124
5	1.633	5.443	65.567
6	1.593	5.311	70.879
7	1.361	4.537	75.416
8	1.056	3.520	78.936

Source: Author's analysis

The report of the factor analysis of more than 5years shows that, at component 1 of the items, there was a value of 35.737 while at component 8, there was a value of 78.936, indicating that at component 8, the variance explained of the items has above 78percent to explain the study objectives.

4.9.2 Reliability testing

Table 4.29: Reliability Statistics

Cronbach's Alpha	N of Items
.924	27

Source: Author's analysis

The more than 5years experience data was subjected to reliability testing and it was shown that the 27 items in the questionnaire reveals a Cronbach's Alpha value of 0.924, indicating that the items have 92percent reliability value.

4.9.3 Regression Analysis

Table 4.30: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.764	4	2.441	30.724	.000
Residual	12.871	162	.079		
Total	22.635	166			

Source: Author's analysis

The above table presents the analysis of variance of the data gathered. It was showed in the table that the sum of squares regression value was 9.764, the df was 4, mean square was 2.441, the F-stat value was 30.724 and the significance value was 0.000, implying that the independent variables can jointly impact the dependent variable.

Table 4.31: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	2.775	.405		6.844	.000
Individualized Consideration	.137	.060	.182	2.279	.024
Idealized Influence	.352	.064	.421	5.506	.000
Intellectual Stimulation	.137	.055	.183	2.508	.013
Inspirational Motivation	-.025	.047	-.034	-.531	.596

Source: Author's analysis

At constant, the coefficient value of 2.775, with standard error value of 0.405, the t-stat value is 6.884 while the sig value is 0.000, indicating that, if the independent variables are constant over time, employee performance will be positive and significant.

The individualized consideration has the coefficient value 0.137 with the sig value of 0.024, indicating that individualized consideration exhibits a positive impact and significant on employee performance.

Idealized influence showed the coefficient value of 0.352 with the sig value of 0.000, connoting that the employee performance exhibits positively and significant when idealized influence increases.

Intellectual stimulation has the coefficient value of 0.137 with the sig value of 0.013, indicating that intellectual stimulation exhibits a positive and significant impact on employee performance.

Inspirational motivation coefficient value is -0.025 with the sig value of 0.596, implying that inspirational motivation exhibits a negative impact on employee performance and it was not significant.

4.9.4 Hypothesis testing for more than 5years experience

Hypothesis I

Ho There is positive significant association between leaders' individualized consideration and employees' performance.

Decision Rule:

	Coefficient	Sig
Individualized consideration – employee performance	0.137.	000

The null hypothesis failed to be rejected while the alternative is rejected, that is, individualized consideration has a positive and significant impact on employee performance. This is as a result of the coefficient value which positive and the sig value is less than 5% alpha level.

Hypothesis II

Ho: There is positive significant association between leaders' inspirational motivation and employees' performance

Decision Rule:

	Coefficient	Sig
inspirational motivation – employee performance	0.352	.000

The null hypothesis failed to be rejected, that is, inspirational motivation has a positive and significant impact on employee performance.

Hypothesis III

Ho: There is positive significant association between leaders' idealized influence and employees' performance

Decision Rule:

	Coefficient	Sig
Idealized influence – employee performance	0.137.	000

The null hypothesis failed to be rejected, that is, idealized influence has a positive and significant impact on employee performance.

Hypothesis IV

Ho: There is positive significant association between leaders' intellectual stimulation and employees' performance

Decision Rule:

	Coefficient	Sig
intellectual stimulation – employee performance -	0.025.	596

The null hypothesis was rejected, that is, intellectual stimulation has a negative and insignificant impact on employee performance.

4.9.5 Correlation analysis

Table 4.32: Correlations

		Employee Performance	Individualized Consideration	Idealized Influence	Intellectual Stimulation	Inspirational Motivation
Employee Performance.	Pearson Correlation	1	.519**	.610**	.472**	.188*
	Sig. (2-tailed)		.000	.000	.000	.015
	N	167	167	167	167	167
Individualized Consideration	Pearson Correlation	.519**	1	.600**	.526**	.328**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	167	167	167	167	167
Idealized Influence	Pearson Correlation	.610**	.600**	1	.485**	.248**
	Sig. (2-tailed)	.000	.000		.000	.001
	N	167	167	167	167	167
Intellectual Stimulation	Pearson Correlation	.472**	.526**	.485**	1	.316**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	167	167	167	167	167
Inspirational Motivation	Pearson Correlation	.188*	.328**	.248**	.316**	1
	Sig. (2-tailed)	.015	.000	.001	.000	
	N	167	167	167	167	167

tailed) N	167	167	167	167	167
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Source: Author's analysis

Table 32 presents the report of Pearson correlation analysis, and it was revealed that the employee performance and individualized consideration has a correlation value of 0.519 with sig value of 0.000, meaning that there exists a moderate positive correlation between employee performance and individualized consideration. Employee performance and idealized influence has the value of 0.610 with the sig value of 0.000, indicating that a moderate positive relationship exists between the variables. More so, employee performance and intellectual stimulation exhibit a correlation value of 0.472 with sig value of 0.000, implying that the two variables have a weak positive relationship between each other. While that of employee performance and inspirational motivation has the correlation value of 0.188 with the sig value of 0.000, indicating that employee performance and inspirational motivation as a weak positive correlation.

5. DISCUSSION OF RESULT AND CONCLUSION

5.1 Discussion of Findings

5.1.1 Frequency report

The frequency report as presented in the appendices 1 table 1 reported how often you interact with your boss shows that 268 of the participants accounting for 80.0percent chose every-day, 48 of them with 14.3percent chose weekly, 12 of the respondents with 3.6percent chose monthly, while 7 respondents with 2.1percent chose occasionally. This implies that most of the participants interact with their boss daily, followed by weekly basis, monthly and occasionally. 37 respondents representing 11.0percent chose no that does their boss respond regularly, 280 of them with 83.6percent chose yes, 17 of the participants representing 5.1percent chose not really while 1 of them chose undecided. This implies that most of the participants chose that their boss responds to their needs regularly.

2 of the participants with 0.6percent chose low, 31 of the respondents with 9.3percent chose neither high nor low, 62 of them representing 18.5percent chose high, 240 participants accounting for 71.6percent chose very high. This connotes that most of the respondents chose that the quality of leadership of their company is very high. 14 of the participants representing 4.2percent chose slightly agree that they always perform their work well within time frame, 153 of the respondents with 45.7percent chose mostly agree while 168 participants accounting for 50.1percent chose completely agree. This connotes that most of the participants agree that they always perform their work well within time frame.

2 of the participants with 0.6 chose no idea that collaboration with others is always productive, 14 of them accounting for 4.2percent chose slightly agree, 86 of them with 25.7percent chose mostly agree while 233 of the participants representing 69.6percent chose completely agree, connoting that most of the

participants agree that collaboration with others is always productive. 1 respondent with 0.3percent chose no idea, 18 of them representing 5.4percent chose slightly agree, 78 of the participants account for 23.3percent chose mostly agree while 238 of them representing 71.0percent chose completely agree. This implies that most of the participants agree that they keep in mind the objective to be achieved.

4 of the participants with 1.2 chose no idea that they work more that expected to get a better result, 23 of them accounting for 6.9percent chose slightly agree, 156 of them with 46.6percent chose mostly agree while 152 of the participants representing 45.4percent chose completely agree, connoting that most of the participants agree that they work more that expected to get a better. The report of how mostly the respondents looking for ways to increase their work performance and 3 respondents with 0.9percent chose slightly disagree, 2 of them with 0.6percent chose no idea, 18 of them representing 5.4percent chose slightly agree, 78 of the participants account for 23.3percent chose mostly agree while 234 of them representing 69.9percent chose completely agree. This implies that most of the respondents agree that they mostly look for ways to increase their work performance.

1 of the respondents representing 0.3percent chose mostly disagree, 4 of the participants with 1.2percent chose no idea that they manage to plan their task so that it will be done on time, 16 of them accounting for 4.8percent chose slightly agree, 87 of them with 26.0percent chose mostly agree while 227 of the participants representing 67.8percent chose completely agree, connoting that most of the participants agree that that they manage to plan their task so that it will be done on time. 2 respondents accounting for 0.6percent chose mostly disagree that their supervisor/manager considers them as having different needs, abilities, and aspirations from others, 4 of the participants with 1.2percent chose no idea, 12 of them accounting for 3.6percent chose slightly agree, 100 of them with 29.9percent chose mostly agree while 217 of the participants representing 64.8percent chose completely agree, connoting that most of the participants agree that their supervisor/manager considers them as having different needs, abilities, and aspirations from others.

The question of how the job gives the participants considerable opportunity for independence and freedom in how they do the work revealed that 2 of the respondents with 0.6percent chose mostly disagree, 1 respondent with 0.3percent chose slightly disagree, 3 participants accounting for 0.9 chose no idea, 52 of them representing 15.5percent chose slightly agree, 193 of the participants account for 57.6percent chose mostly agree while 84 of them representing 25.1percent chose completely agree. This implies that most of the participants agree that the job gives them considerable opportunity for independence and freedom in how they do the work. 2 of the participants with 0.6 chose completely disagree that individuals are being selected by capabilities and never neglect the competencies of others, 2 of them accounting for 0.6percent chose slightly disagree, 13 of them with 3.9percent chose slightly agree, 95 of the participants representing 28.4percent chose mostly agree while 223 of the participants representing 66.6percent chose completely agree, connoting that most of the participants agree that individuals are being selected by capabilities and never neglect the competencies of others.

The report of how their leaders are not mostly concern about individualized consideration. 2 respondents accounting for 0.6percent selected completely disagree, 1 respondent with 0.3percent selected mostly disagree, 3 respondents with 0.9percent selected no idea, 18 of them representing 5.4percent chose slightly agree, 118 of the participants account for 35.2percent chose mostly agree while 193 of them representing 57.6percent chose completely agree. This implies that the leaders of the respondents are not mostly concern about individualized consideration. 1 respondent representing 0.3percent chose completely disagree that supervisor/manager considers the moral and ethical consequences of his/her decisions, 1 participant with 0.3percent chose slightly disagree, 3 of the participants with 0.9 chose no idea, 16 of them accounting for 4.8percent chose slightly agree, 95 of them with 28.4percent chose mostly agree while 219 of the participants indicating 65.4percent chose completely agree, connoting that most of the participants agree that their supervisor/manager considers the moral and ethical consequences of his/her decisions.

2 of the participants with 0.6 chose no idea that their immediate supervisor/manager acts in ways that builds respect, 12 of them accounting for

3.6percent chose slightly agree, 107 of them with 31.9percent chose mostly agree while 214 of the participants representing 63.9percent chose completely agree, connoting that most of the participants agree that their immediate supervisor/manager acts in ways that builds respect. The report of how their supervisor addresses the future optimistically with the workers, 1 respondent with 0.3percent chose mostly disagree, 2 of the respondents chose no idea, 18 of them representing 5.4percent chose slightly agree, 103 of the participants account for 30.7percent chose mostly agree while 211 of them representing 63.0percent chose completely agree. This implies that most of the participants agree that their supervisor addresses the future optimistically with the workers.

1 participant indicating 0.3percent chose that supervisor takes a huge risk to achieve their aims and objectives, 1 of the participants with 0.3 chose no idea that, 23 of them accounting for 6.9percent chose slightly agree, 102 of them with 30.4percent chose mostly agree while 208 of the participants representing 62.1percent chose completely agree, connoting that most of the participants agree that their supervisor takes a huge risk to achieve their aims and objectives. The report of how supervisor/manager specifies the importance of having a strong sense of purpose. Meanwhile, 2 participants representing 0.6percent chose mostly disagree, 1 respondent with 0.3percent chose no idea, 17 of them representing 5.1percent chose slightly agree, 93 of the participants accounting for 27.8percent chose mostly agree while 222 of them representing 66.3percent chose completely agree. This implies that most of the participants concur that their supervisor/manager specifies the importance of having a strong sense of purpose.

2 of the participants with 0.6 chose slightly disagree that supervisor/manager displays a sense of power and confidence, 19 of them accounting for 5.7percent chose slightly agree, 97 of them with 29.0percent chose mostly agree while 217 of the participants representing 64.8percent chose completely agree, connoting that most of the participants concur that their supervisor/manager displays a sense of power and confidence. The report of how supervisor/manager expresses confidence that goals will be achieved. 2 respondents indicating 0.6percent chose completely disagree, 1 of them with 0.3percent chose slightly disagree, 1 respondent with 0.3percent chose no idea, 13 of them representing 3.9percent

chose slightly agree, 118 of the participants account for 34.6percent chose mostly agree while 202 of them representing 60.3percent chose completely agree, indicating that their supervisor/manager expresses confidence that goals will be achieved.

2 respondents indicating 0.6percent chose mostly disagree, 1 respondent with 0.3percent chose no idea, 15 of them representing 4.5percent chose slightly agree, 121 of the participants accounting for 36.1percent chose mostly agree while 196 of them representing 58.5percent chose completely agree, implying that their supervisor established an example for subordinates to follow. 2 of the respondents indicating 0.6percent chose mostly disagree, 1 participant with 0.3percent chose slightly disagree, 2 respondents with 0.6percent chose no idea, 14 of them representing 4.2percent chose slightly agree, 123 of the participants accounting for 36.7percent chose mostly agree while 193 of them representing 57.6percent chose completely agree. This implies that majority concur that their supervisor encourage accomplishment.

2 respondents chose completely disagree that tasks are built to develop trust and commitment, 1 of them chose slightly disagree, 2 of the participants with 0.6 chose no idea, 31 of them accounting for 9.3percent chose slightly agree, 195 of them with 58.2percent chose mostly agree while 104 of the participants representing 31.0percent chose completely agree, indicating that majority concur that tasks are built to develop trust and commitment. The report of whether supervisor/manager helps to develop the respondents strengths and 1 of the participants with 0.3percent chose completely disagree, 2 of them indicating 0.6percent chose mostly disagree, 1 respondent with 0.3percent chose slightly disagree, 1 respondent with 0.3percent chose no idea, 14 of them representing 4.2percent chose slightly agree, 122 of the participants accounting for 36.4percent chose mostly agree while 194 of them representing 57.9percent chose completely agree. This implies that majority agree that their supervisor/manager helps to develop strength.

3 of the participants with 0.9 chose mostly disagree that their manager inspires thinkers with an open mind and accept new creativity, 34 of them accounting for 10.1percent chose slightly agree, 167 of them with 49.9percent chose mostly agree while 131 of the participants representing 39.1percent chose completely

agree, connoting that their manager inspires thinkers with an open mind and accept new creativity. The report of how their supervisor seeks to support and tackle the challenges of workers and 2 of the participants indicating 0.6percent chose completely disagree, 2 respondents with 0.6percent chose no idea, 44 of them representing 13.1percent chose slightly agree, 189 of the participants accounting for 56.4percent chose mostly agree while 98 of them representing 29.3percent chose completely agree, connoting that their supervisor seeks to support and tackle the challenges of workers.

2 of the participants with 0.6 chose completely disagree that manager always pushing for perspectives from employees on certain crucial issues, 2 of the participants with 0.6 chose no idea, 40 of them accounting for 11.9percent chose slightly agree, 227 of them with 67.8percent chose mostly agree while 64 of the participants representing 19.1percent chose completely agree, indicating manager always pushing for perspectives from employees on certain crucial issues. The report that sometimes I do give up my personal interests for the sake of the company, 2 respondent with 0.6percent chose mostly disagree, 41 of them representing 12.2percent chose slightly agree, 240 of the participants accounting for 71.6percent chose mostly agree while 52 of them representing 15.5percent chose completely agree, indicating that most of the participants agree that they sometimes do give up their personal interests for the sake of the company. 4 respondents with 1.3percent chose completely to disagree that their supervisor is too flexible to stimulate organizational performance but rather satisfy the employee, 1 respondent with 0.3percent chose no idea, 41 of them representing 12.2percent chose slightly agree, 225 of the participants accounting for 67.2percent chose mostly agree while 64 of them representing 19.1percent chose completely agree. This implies that most of the participants agree that their supervisor(s) stimulate organizational performance and encourage employee satisfaction.

5.1.2 Broad discussion of findings

This study had conducted different analyses ranging from frequency analysis, reliability test, factor analysis, regression analysis to correlation analysis. The study found from the survey that male respondents are more than the female respondents during the survey though this is no form of discrimination between

the genders, the report of the marital status of the respondents indicates that married participants have the highest percentage, followed by single respondents, divorce and widow, respectively. However, age between 26-35years has the highest participants, followed by age between 36-45years, 18-25years and above 46years. Many of the participants own master's certificate, followed by BSc, and secondary certificate, most of them are employed, followed by student, others and self-employed, respectively. However, most of the participants have been working in the banking for more than 5years, followed by 3-5years, and less than 3years and most of the participants interact with their boss daily, followed by weekly basis, monthly and occasionally

It was found that most of the participants chose that their boss responds to their needs regularly, chose that the quality of leadership of their company is very high, and they always perform their work well within time frame. They reported that collaboration with others is always productive, they keep in mind the objective to be achieved, and they work more that expected to get a better. Most of the respondents agree that they mostly look for ways to increase their work performance, they manage to plan their task so that it will be done on time, their supervisor/manager considers them as having different needs, abilities, and aspirations from others. It was also found from the frequency analysis that most of the participants agree that the job gives them considerable opportunity for independence and freedom in how they do the work, that individuals are being selected by capabilities and never neglect the competencies of others, and that their supervisor/manager considers the moral and ethical consequences of his/her decisions.

Majority of the participants agree that their immediate supervisor/manager acts in ways that builds respect, that their supervisor addresses the future optimistically with the workers, and their supervisor takes a huge risk to achieve their aims and objectives. Furthermore, they concur that their supervisor/manager specifies the importance of having a strong sense of purpose, their supervisor/manager displays a sense of power and confidence, their supervisor/manager expresses confidence that goals will be achieved, and that their supervisor established an example for subordinates to follow. Majority concur that their supervisor encourage accomplishment, that tasks are

built to develop trust and commitment, and that their supervisor/manager helps to develop strength. More so, their manager inspires thinkers with an open mind and accept new creativity, that their supervisor seeks to support and tackle the challenges of workers, and manager always pushing for perspectives from employees on certain crucial issues. Most of the participants agree that they sometimes do give up their personal interests for the sake of the company and their supervisor(s) stimulate organizational performance and encourage employee satisfaction.

The analysis showed that the independent variables can jointly impact the dependent variable. At constant, if the independent variables are constant over time, employee performance will be positive and significant. Individualized consideration exhibits a positive impact and significant on employee performance, Idealized influence showed that the employee performance would be positively impacted significantly when idealized influence increases, intellectual stimulation exhibits a positive and significant impact on employee performance, and inspirational motivation exhibits a positive impact on employee performance though it was not significant due the significant value which was above 5% alpha level.

It further revealed that a strong positive correlation exists between employee performance and individualized consideration, employee performance and idealized influence has a strong positive relationship exists, employee performance and intellectual simulation exhibit a moderate positive relationship between each other, and employee performance and inspirational motivation has as a weak positive correlation. The findings of the study are similar to the work of Hian and Ling (2019).

5.1.3 Comparability between less than 5years experience and more than 5years experience

From the regression analysis conducted for less than 5years experience, it was discovered that individualized consideration exhibits a positive impact and significant on employee performance, employee performance would be positively impacted significant when idealized influence increases, intellectual stimulation exhibited a positive but not significant to impact on employee

performance, and inspirational motivation exhibited a positive impact on employee performance though it was not significant.

Meanwhile, more than 5years experience indicated that individualized consideration has a positive impact and significant on employee performance, idealized influence showed that the employee performance exhibited positively and significantly when idealized influence increases, intellectual stimulation exhibited a positive and significant impact on employee performance, and inspirational motivation exhibited a negative impact on employee performance, and it was not significant. The report was similar to that of less than 5years experience except that inspiration motivation which was negative to employee performance.

Furthermore, for than 5years experience, the report of Pearson correlation analysis revealed that there exists a strong positive correlation between employee performance and individualized consideration, employee performance and idealized influence showed a strong positive relationship exists between the variables, employee performance and intellectual simulation exhibited a moderate positive relationship between each other, while that of employee performance and inspirational motivation has as a moderate positive correlation.

More than 5years revealed that the employee performance and individualized consideration has a moderate positive correlation, employee performance and idealized influence has a moderate positive relationship, employee performance and intellectual simulation exhibited a weak positive relationship between each other while employee performance and inspirational motivation as a weak positive correlation.

5.2 Conclusion

To carry out all functions, an organization must constantly have to interface with humans. The goal of the organization's performance is to improve job efficiency and productivity; thus, it is important to create a pleasant working environment and satisfy personnel. A leader could try to provide attention, advice, and motivation to employees to increase job fulfillment. Management who has knowledgeable workers high devotion, and performance expectations

are one evidence that a company has strong performance. A successful organization is accompanied by efficiency. However, every organization has its culture. Culture plays an important role in describing leadership style adopted in every business as the cultures distinguishes the members of one group from another. One could say that culture and leadership style interrelate to each other. Byrne and Bradley (2007) opined that only the societal cultures point out the best leadership style. Bass and avolio (1993) clearly indicated that culture gives the direction to organization whether transactional or transformational leadership is effective. Different leadership styles required for different circumstances, and every leader required to decide when to use which one. Leaders must adapt their management style according to the situation and the people they are leading. Leadership is a relationship between leaders and workers in which the leader tries to persuade employee to achieve for a common purpose. To introduce a strong leadership style in an organization, leaders must first consider their place of supremacy, mission structure, and experience, as well as the leader-member relationship in general. Appropriate leadership is essential to the success in workforce planning and organizing since the effectiveness or failure of companies is often due to it. It is generally believed that leaders have a substantial influence on individual, team, and organization's goals.

Leadership is the process of directing the behavior of others toward the achievement of a common objective, and it has historically been seen as a precondition for an organization's success. Due to the incredible potential of improved communication technology and expanding global business it is more vital than ever before. Leading is not the same as managing. Leadership is a subcategory of management, which is one of four basic management responsibilities. Modern managers need to understand the differences between them, as well as how to integrate the two stances to accomplish organizational goals. Furthermore, transformational leaders endeavor to redefine individual ambitions, personalities, values, objectives, and aspirations to increase employee confidence and trust, which will help them to improve their efficiency and commitment to the firm. The impact of transformation leadership on the performance of the employee may be seen from the betterment of followers,

which can be shown to increase their ability and commitment. This leadership style's conceptual approach involves empowering individuals and enhancing their organizational commitment.

Transformational leadership is a process in which a leader interacts with other people and builds relationships amongst them, increasing motivation and morale. The findings highlight the significance of transformative leadership in obtaining desired corporate outcomes. It is crucial for leaders to be determined to accept and implement changes, to have a purpose, and to be centered on the long-term goals and outcomes. In addition, research has shown that top managers need to pay greater attention to individuals namely employees in their firms, in terms of their potentials, talents, and sentiments. Transformational leadership refers to the leaders exercising their influence, expertise, and skill in profound ways, such as helping, guidance, and participating in pleasant dialogue and talks with staff.

Employee performance is increasingly being recognized as a strategic objective by successful leaders. Employee performance is more important and relevant than it has ever been. To succeed ahead of competition, leaders have been contending with numerous variables affecting employee performance.

However, this study concluded that individualized consideration exhibits a positive impact and significant on employee performance and Idealized influence showed that the employee performance would be positively impacted significantly when idealized influence increases. It was also concluded intellectual stimulation exhibits a positive and significant impact on employee performance, and inspirational motivation exhibits a positive impact on employee performance though it was not significant. Furthermore, it was concluded that a strong positive correlation exists between employee performance and individualized consideration. Employee performance and idealized influence has a strong positive relationship. Employee performance and intellectual simulation exhibit a moderate positive relationship while employee performance and inspirational motivation has as a weak positive correlation.

5.3 Recommendations

With the findings and conclusion, the study recommended that

- Employee teamwork should be improved to guarantee and management cohesion.
- Transformational leadership should always be introduced to all employees at all stages of a business to improve performance.
- All personnel should be treated fairly when it comes to rewards and punishment.

5.4 Policy Implication

As a result, senior executives should become far more open to new ideas, more current in their implementation, work on themselves to improve their strategy and plans, and not ignore their subordinates, because only they can assist their leaders in achieving their goals.

5.5 Limitation

Although this study provided some insight on the positive and negative impacts of transformational leadership style on employee performance, it has a few limitations that readers should be aware of.

Firstly, since the study variables are derived from a few sources within the same industry, there is potential for common-source bias to limit the strength of the findings.

Lastly, the measure of employee performance developed in this study relies on perceptions from bank employees rather than the entire employee.

5.6 Further Studies

Since this is one of the efforts in recent years to investigate the impact of transformational leadership style on employee performance within service sector of the banking industry, other investigators are urged to further corroborate and expand the models tested. They may wish to construct more

robust models that incorporate factors moderating variables such as transactional style, authoritative style, and job style since these may be able to better explain the impacts of diverse work needs and extrinsic forms of leadership on performance. Also, researchers may want to study longitudinal trends including the private and public sectors. Comparative research could also be carried out in various organizational contexts throughout the globe.

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APPENDIX

APPENDIX A: Analysis

APPENDIX B: Ethical Committee Approval Form

APPENDIX A: Analysis

**Analysis
Frequencies**

Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	193	57.6	57.6	57.6
Valid Female	142	42.4	42.4	100.0
Total	335	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	140	41.8	41.8	41.8
Valid Married	173	51.6	51.6	93.4
Valid Widow	2	.6	.6	94.0
Valid Divorce	20	6.0	6.0	100.0
Total	335	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25yrs	41	12.2	12.2	12.2
Valid 26-35yr	190	56.7	56.7	69.0
Valid 36-45yrs	100	29.9	29.9	98.8
Valid 46yrs plus	4	1.2	1.2	100.0
Total	335	100.0	100.0	

Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary Cert	11	3.3	3.3	3.3
Valid Bsc	143	42.7	42.7	46.0
Valid Masters	180	53.7	53.7	99.7
Valid 5	1	.3	.3	100.0
Total	335	100.0	100.0	

Occupation / Current employment status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Self Employed	24	7.2	7.2	7.2
Employed	205	61.2	61.2	68.4
Unemployed	6	1.8	1.8	70.1
Student	60	17.9	17.9	88.1
Others	40	11.9	11.9	100.0
Total	335	100.0	100.0	

How long have you been working in the Bank?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 3yrs	43	12.8	12.8	12.8
3-5yrs	125	37.3	37.3	50.1
More than 5yrs	167	49.9	49.9	100.0
Total	335	100.0	100.0	

Frequencies

How often do you interact with your boss?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Everyday	268	80.0	80.0	80.0
Weekly	48	14.3	14.3	94.3
Monthly	12	3.6	3.6	97.9
Occasionally	7	2.1	2.1	100.0
Total	335	100.0	100.0	

Does your boss respond to your needs regularly?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	37	11.0	11.0	11.0
Yes	280	83.6	83.6	94.6
Not Really	17	5.1	5.1	99.7
Undecided	1	.3	.3	100.0
Total	335	100.0	100.0	

How would you rate the quality of leadership in your company (Bank)?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	2	.6	.6	.6
Valid Neither high or low	31	9.3	9.3	9.9
Valid High	62	18.5	18.5	28.4
Valid Very High	240	71.6	71.6	100.0
Valid Total	335	100.0	100.0	

I always perform my work well within time frame

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Slightly Agree	14	4.2	4.2	4.2
Valid Mostly Agree	153	45.7	45.7	49.9
Valid Completely Agree	168	50.1	50.1	100.0
Valid Total	335	100.0	100.0	

Collaboration with others is always productive

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No Idea	2	.6	.6	.6
Valid Slightly Agree	14	4.2	4.2	4.8
Valid Mostly Agree	86	25.7	25.7	30.4
Valid Completely Agree	233	69.6	69.6	100.0
Valid Total	335	100.0	100.0	

I keep in mind the objective to be achieved

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No Idea	1	.3	.3	.3
Valid Slightly Agree	18	5.4	5.4	5.7
Valid Mostly Agree	78	23.3	23.3	29.0
Valid Completely Agree	238	71.0	71.0	100.0
Valid Total	335	100.0	100.0	

I work more than expected to get a better result

	Frequency	Percent	Valid Percent	Cumulative Percent
No Idea	4	1.2	1.2	1.2
Slightly Agree	23	6.9	6.9	8.1
Valid Mostly Agree	156	46.6	46.6	54.6
Completely Agree	152	45.4	45.4	100.0
Total	335	100.0	100.0	

I am mostly looking for ways to increase my work performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Slightly Disagree	3	.9	.9	.9
No Idea	2	.6	.6	1.5
Valid Slightly Agree	18	5.4	5.4	6.9
Mostly Agree	78	23.3	23.3	30.1
Completely Agree	234	69.9	69.9	100.0
Total	335	100.0	100.0	

I manage to plan my task so that it will be done on time

	Frequency	Percent	Valid Percent	Cumulative Percent
Mostly Disagree	1	.3	.3	.3
No Idea	4	1.2	1.2	1.5
Valid Slightly Agree	16	4.8	4.8	6.3
Mostly Agree	87	26.0	26.0	32.2
Completely Agree	227	67.8	67.8	100.0
Total	335	100.0	100.0	

My supervisor/manager considers me as having different needs, abilities and aspirations from others

	Frequency	Percent	Valid Percent	Cumulative Percent
Mostly Disagree	2	.6	.6	.6
No Idea	4	1.2	1.2	1.8
Valid Slightly Agree	12	3.6	3.6	5.4
Mostly Agree	100	29.9	29.9	35.2
Completely Agree	217	64.8	64.8	100.0
Total	335	100.0	100.0	

**The job gives me considerable opportunity for independence and freedom in
how I do the work**

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Mostly Disagree	2	.6	.6	.6
	Slightly Disagree	1	.3	.3	.9
	No Idea	3	.9	.9	1.8
	Slightly Agree	52	15.5	15.5	17.3
	Mostly Agree	193	57.6	57.6	74.9
	Completely Agree	84	25.1	25.1	100.0
	Total	335	100.0	100.0	

**Individuals are being selected by capabilities and never neglect the
competencies of others**

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Completely Disagree	2	.6	.6	.6
	Slightly Disagree	2	.6	.6	1.2
	Slightly Agree	13	3.9	3.9	5.1
	Mostly Agree	95	28.4	28.4	33.4
	Completely Agree	223	66.6	66.6	100.0
	Total	335	100.0	100.0	

Not mostly concern about individualized consideration

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Completely Disagree	2	.6	.6	.6
	Mostly Disagree	1	.3	.3	.9
	No Idea	3	.9	.9	1.8
	Slightly Agree	18	5.4	5.4	7.2
	Mostly Agree	118	35.2	35.2	42.4
	Completely Agree	193	57.6	57.6	100.0
	Total	335	100.0	100.0	

**My supervisor/manager considers the moral and ethical consequences of
his/her decisions**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Completely Disagree	1	.3	.3	.3
Slightly Disagree	1	.3	.3	.6
No Idea	3	.9	.9	1.5
Slightly Agree	16	4.8	4.8	6.3
Mostly Agree	95	28.4	28.4	34.6
Completely Agree	219	65.4	65.4	100.0
Total	335	100.0	100.0	

The job gives me considerable opportunity for independence and freedom in how I do the work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Completely Disagree	2	.6	.6	.6
Slightly Disagree	1	.3	.3	.9
No Idea	2	.6	.6	1.5
Slightly Agree	54	16.1	16.1	17.6
Mostly Agree	191	57.0	57.0	74.6
Completely Agree	85	25.4	25.4	100.0
Total	335	100.0	100.0	

My immediate supervisor/manager acts in ways that builds my respect

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No Idea	2	.6	.6	.6
Slightly Agree	12	3.6	3.6	4.2
Mostly Agree	107	31.9	31.9	36.1
Completely Agree	214	63.9	63.9	100.0
Total	335	100.0	100.0	

My supervisor addresses the future optimistically with the workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mostly Disagree	1	.3	.3
	No Idea	2	.6	.9
	Slightly Agree	18	5.4	6.3
	Mostly Agree	103	30.7	37.0
	Completely Agree	211	63.0	100.0
	Total	335	100.0	100.0

My supervisor takes a huge risk to achieve their aims and objectives

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly Disagree	1	.3	.3
	No Idea	1	.3	.6
	Slightly Agree	23	6.9	7.5
	Mostly Agree	102	30.4	37.9
	Completely Agree	208	62.1	100.0
	Total	335	100.0	100.0

My supervisor/manager specifies the importance of having a strong sense of purpose

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mostly Disagree	2	.6	.6
	No Idea	1	.3	.9
	Slightly Agree	17	5.1	6.0
	Mostly Agree	93	27.8	33.7
	Completely Agree	222	66.3	100.0
	Total	335	100.0	100.0

My supervisor/manager displays a sense of power and confidence

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly Disagree	2	.6	.6
	Slightly Agree	19	5.7	6.3
	Mostly Agree	97	29.0	35.2
	Completely Agree	217	64.8	100.0
	Total	335	100.0	100.0

My supervisor/manager expresses confidence that goals will be achieved

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completely Disagree	2	.6	.6
	Slightly Disagree	1	.3	.9
	No Idea	1	.3	1.2
	Slightly Agree	13	3.9	5.1
	Mostly Agree	116	34.6	39.7
	Completely Agree	202	60.3	100.0
	Total	335	100.0	100.0

My supervisor established an example for subordinates to follow

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mostly Disagree	2	.6	.6
	No Idea	1	.3	.9
	Slightly Agree	15	4.5	5.4
	Mostly Agree	121	36.1	41.5
	Completely Agree	196	58.5	100.0
	Total	335	100.0	100.0

My supervisor Encourage accomplishment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mostly Disagree	2	.6	.6
	Slightly Disagree	1	.3	.9
	No Idea	2	.6	1.5
	Slightly Agree	14	4.2	5.7
	Mostly Agree	123	36.7	42.4
	Completely Agree	193	57.6	100.0
	Total	335	100.0	100.0

Task are built to develop trust and commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completely Disagree	2	.6	.6
	Slightly Disagree	1	.3	.9
	No Idea	2	.6	1.5

Slightly Agree	31	9.3	9.3	10.7
Mostly Agree	195	58.2	58.2	69.0
Completely Agree	104	31.0	31.0	100.0
Total	335	100.0	100.0	

My supervisor/manager helps me to develop my strengths

	Frequency	Percent	Valid Percent	Cumulative Percent
Completely Disagree	1	.3	.3	.3
Mostly Disagree	2	.6	.6	.9
Slightly Disagree	1	.3	.3	1.2
Valid No Idea	1	.3	.3	1.5
Slightly Agree	14	4.2	4.2	5.7
Mostly Agree	122	36.4	36.4	42.1
Completely Agree	194	57.9	57.9	100.0
Total	335	100.0	100.0	

My manager inspires thinkers with an open mind and accept new creativity

	Frequency	Percent	Valid Percent	Cumulative Percent
Mostly Disagree	3	.9	.9	.9
Slightly Agree	34	10.1	10.1	11.0
Valid Mostly Agree	167	49.9	49.9	60.9
Completely Agree	131	39.1	39.1	100.0
Total	335	100.0	100.0	

My supervisor seeks to support and tackle the challenges of workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Completely Disagree	2	.6	.6	.6
No Idea	2	.6	.6	1.2
Valid Slightly Agree	44	13.1	13.1	14.3
Mostly Agree	189	56.4	56.4	70.7
Completely Agree	98	29.3	29.3	100.0
Total	335	100.0	100.0	

My manager always pushing for perspectives from employees on certain crucial issues

	Frequency	Percent	Valid Percent	Cumulative Percent
Completely Disagree	2	.6	.6	.6
No Idea	2	.6	.6	1.2
Valid Slightly Agree	40	11.9	11.9	13.1
Mostly Agree	227	67.8	67.8	80.9
Completely Agree	64	19.1	19.1	100.0
Total	335	100.0	100.0	

Sometimes I do give up my personal interests for the sake of the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Mostly Disagree	2	.6	.6	.6
Slightly Agree	41	12.2	12.2	12.8
Valid Mostly Agree	240	71.6	71.6	84.5
Completely Agree	52	15.5	15.5	100.0
Total	335	100.0	100.0	

My supervisor is too flexible to stimulate organizational performance but rather satisfy the employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Completely Disagree	4	1.2	1.2	1.2
No Idea	1	.3	.3	1.5
Valid Slightly Agree	41	12.2	12.2	13.7
Mostly Agree	225	67.2	67.2	80.9
Completely Agree	64	19.1	19.1	100.0
Total	335	100.0	100.0	

Reliability

Case Processing Summary

		N	%
Cases	Valid	335	100.0
	Excluded ^a	0	.0
	Total	335	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.969	27

Factor Analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.218	56.361	56.361	15.218	56.361	56.361
2	2.553	9.456	65.817	2.553	9.456	65.817
3	1.325	4.909	70.726	1.325	4.909	70.726
4	1.192	4.415	75.142	1.192	4.415	75.142
5	1.016	3.764	78.905	1.016	3.764	78.905
6	.898	3.324	82.229			
7	.671	2.487	84.716			
8	.491	1.820	86.535			
9	.468	1.735	88.270			
10	.433	1.604	89.874			
11	.384	1.423	91.297			
12	.293	1.083	92.380			
13	.280	1.039	93.419			
14	.235	.872	94.291			
15	.209	.776	95.066			
16	.185	.685	95.751			
17	.175	.649	96.400			
18	.163	.604	97.004			
19	.156	.576	97.580			
20	.134	.495	98.075			
21	.130	.483	98.558			
22	.086	.320	98.878			
23	.080	.295	99.173			
24	.069	.255	99.428			
25	.061	.226	99.654			
26	.053	.196	99.850			
27	.040	.150	100.000			

Extraction Method: Principal Component Analysis.

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.645	.640	.357

a. Predictors: (Constant), INSPIRATIONAL MOTIVATION, IDEALIZED INFLUENCE, INTELLECTUAL STIMULATION, INDIVIDUALIZED CONSIDERATION

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.339	4	19.085	149.608	.000 ^b
	Residual	42.096	330	.128		
	Total	118.436	334			

a. Dependent Variable: EMPLOYEE PERFORMANCE.

b. Predictors: (Constant), INSPIRATIONAL MOTIVATION, IDEALIZED INFLUENCE, INTELLECTUAL STIMULATION, INDIVIDUALIZED CONSIDERATION

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.342	.221		6.081	.000
INDIVIDUALIZED CONSIDERATION	.230	.045	.271	5.178	.000
IDEALIZED INFLUENCE	.392	.046	.415	8.582	.000
INTELLECTUAL STIMULATION	.154	.043	.184	3.603	.000
INSPIRATIONAL MOTIVATION	.036	.024	.057	1.537	.125

a. Dependent Variable: EMPLOYEE PERFORMANCE.

Correlations

		Correlations				
		EMPLOYEE PERFORMA NCE.	INDIVIDUAL IZED CONSIDERA TION	IDEALIZ ED INFLUE NCE	INTELLECT UAL STIMULATI ON	INSPIRATIO NAL MOTIVATI ON
EMPLOYEE PERFORMA NCE.	Pearson Correlat ion	1	.708**	.739**	.680**	.378**
	Sig. (2- tailed)		.000	.000	.000	.000
	N	335	335	335	335	335
INDIVIDUAL IZED CONSIDERA TION	Pearson Correlat ion	.708**	1	.676**	.711**	.454**
	Sig. (2- tailed)	.000		.000	.000	.000
	N	335	335	335	335	335
IDEALIZED INFLUENCE	Pearson Correlat ion	.739**	.676**	1	.678**	.299**
	Sig. (2- tailed)	.000	.000		.000	.000
	N	335	335	335	335	335
INTELLECT UAL STIMULATI ON	Pearson Correlat ion	.680**	.711**	.678**	1	.401**
	Sig. (2- tailed)	.000	.000	.000		.000
	N	335	335	335	335	335
INSPIRATIO NAL MOTIVATIO N	Pearson Correlat ion	.378**	.454**	.299**	.401**	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	335	335	335	335	335

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

APPENDIX B: Ethical Committee Approval Form

Evrak Tarih ve Sayısı: 25.03.2021-8625



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

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Sayın BELTUS KOM NKWINKUE

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 11.03.2021 tarihli ve 2021/03 sayılı kararıyla uygun bulunmuştur.
Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Alper FİDAN
Müdür Yardımcısı

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