The Prospects of Transformational Leadership Behaviour: An Empirical Survey of the views of Business Educators in Tertiary Institutions in Akwa Ibom State

BY

Commy Precious GODDYMKPA, *Ph.D*
Faculty of Education
University of Uyo

AND

Uduak Enobong EYO
Department of Business and Management,
Akwa Ibom State Polytechnic,
Ikot Ourua, Ikot Ekpene,
Akwa Ibom State

ABSTRACT

This study investigated the prospects of transformational leadership behaviour in view of business educators in tertiary institutions in Akwa Ibom State. Descriptive survey research design was adopted for the study. The study was conducted in Akwa Ibom State. The population of the study comprised all business educators in Akwa Ibom State tertiary institutions. Stratified sampling technique was used to select 50 business educators from University of Uyo, 30 from Akwa Ibom State University, 50 in Akwa Ibom State Polytechnic and 20 from College of Education giving a total of 150 respondents that constituted the sample size used for the study. The instrument titled "Prospects of Transformational Leadership Behaviour Questionnaire (PTLBQ)" was used to collect data from the respondents. Face and content validation of the instrument was carried out by expert in test, measurement and evaluation from University of Uyo to ensure that the instrument had accuracy and appropriateness. Cronbach Alpha technique was used to determine the level of reliability of the instrument. In this case the reliability coefficient obtained was 0.91 and this was high enough to justify the use of the instrument. The researcher subjected the data generated for this study to appropriate statistical techniques such as percentage analysis and descriptive statistics used in answering research questions while simple regression analysis was used in testing the hypothesis. The test for significance was done at 0.05 alpha levels. The study concluded that transformational leaders inspire and motivate employee workforce without micro managing; they trust trained employees to take authority over decisions in their assigned jobs. Therefore, organizational commitment is important for organizations because it is a good predictor of achievement of organizational goals, objectives and turnover. One of the recommendations made was that organization should see productivity gains when a transformational leader comes on board, because it is much easier to optimize performance when everyone is pulling in the same direction, as all people can see the big picture and feel united in a common cause.

KEYWORDS: Transformational Leadership, Business Educators, Tertiary Institutions and Akwa Ibom State

Introduction

The world is now at a stage of rapid events and change. Globalization has affected all aspects of practical, economic and social life. No one can overlook the technological changes and their impact on the speed of information transmission, the ease of availability and the low cost. Today, organizations face many internal and external challenges. Competition is one of these challenges, and competition is growing on a global scale (Al-Hawary & AL-Hamwan, 2017). Among the challenges faced by organizations include diversity of labor forces, diversity and differentiation in products; these factors affect all types of organizations, public and business, service or industrial. To address these challenges, organizations need to have leaders who are capable of carrying out the organization's response to the challenges and threats faced by organizations (Al-Nady et.al, 2013), and the availability of leaders capable of developing strategies that enable organizations to overcome and lead competition, which helps the organization survive in a competitive environment (Al-Hawary & Hadad, 2016). Transformational leadership is seen as the leadership that helps raise the level of achievement and self-development, while promoting the development of groups and organizations to creating a positive vision for the organization, developing its strategies and selecting the right people to implement the strategies. Leadership study is a top priority for both researchers and organizations as it leads to an understanding of leaders' ideas and actions, and enables them to learn how to improve performance and motivate individuals and groups in the organization (Luft, 2012). Despite the multiplicity of leadership styles, many studies focus on transformational leadership, focusing on encouraging subordinates to serve the interests of the organization in their own interests. Transformational leadership encourages subordinates to achieve high levels of performance by achieving consensus among subordinates, the importance and value of desired outputs (Bass, 2005). The reason for the focus of studies on the transformational leadership style is that this leadership style takes into account early leadership theories such as the theories that focused on the features and behaviors of the leader (Jiang, 2009).

Statement of Problem

The concept of transformational leadership seems to be a promising approach when it comes to responding to dynamics by respective transformations in organizations and societies. The prevalence of problematic situations in the 21st century organizations has so much to proof that the effectiveness of transformational leadership is quit unstable due to some internal or external factors. The leader of the victimized association or organization may in one way or the other seem not to be prominent enough unto the employees or followers; sometimes due to lack of basic qualities that qualifies an average transformational leader. In this case, this paper intends to reveal and elaborate in detail the carcass of transformational leadership.

Objective of Study

1.   To find out the roles of transformational leadership behavior.

2.   To examine the disadvantages of transformational leadership behavior.

3.   To determine the effect of transformational leadership behaviour of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators.

Research Questions

1.   What are the roles of transformational leadership behaviour?

2.   What are the effects of transformational leadership behaviour?

3.   What is the effect of transformational leadership of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators?

Hypothesis

$H0_1$:   There is no significant effect of transformational leadership behaviour of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators.

Conceptual Review

Concept of Transformational Leadership Behaviour

Transformational leadership is a type of supervision that encourages leaders and team members to work together in positive ways. By focusing on each relationship, these leaders are able to motivate people better, improve morale, and even turn around a sinking organization. Also, it is a leadership behaviour in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company. Transformational leaders inspire and motivate their workforce without micro managing — they trust trained employees to take authority over decisions in their assigned jobs. It is a management style that's designed to give employees more room to be creative, look to the future and find new solutions to old problems. According to Bass (2008), transformational leadership has four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The concept of transformational leadership started with James V. Downton in 1973 and was expanded by James Burns in 1978. In 1985, researcher Bernard M. Bass further expanded the concept to include ways for measuring the success of transformational leadership. This model encourages leaders to demonstrate authentic, strong leadership with the idea that employees will be inspired to follow suit. Burns postulated that transformational leaders inspire followers to accomplish more by concentrating on the follower's values and helping the follower align these values with the values of the organization (Krishnan, 2006). Transformational leadership has been associated with the personal outcomes (Hatter & Bass, 2018; Barling, Moutinho, & Kelloway, 2009; Kirkpatrick & Locke, 2006) of the follower as well as organizational outcomes (Boerner, Eisenbeiss, & Griesser, 2007; Zhu, Chew, & Spangler, 2005; Jorg & Schyns, 2004; Barling, Weber, & Kelloway, 2016; Howell & Avolio, 2013).

Types of Transformational Leadership Behaviour

There are four main types of transformational leadership behaviour namely: Individualized Consideration, Intellectual Stimulation, Inspirational Motivation, and Idealized Influence. Each of these components is positively related to individual and organizational performance.

Individualized Consideration: A transformational leader uses individualized consideration, the second I, when helping followers achieve their potential through coaching and mentoring. By performing this type of one-on-one leadership, he improves the organization's overall performance by helping staffers attain their individual goals. Transformational leaders genuinely care for their subordinates and want them to be successful. They earn the respect of their charges through effective one-on-one communication.

Intellectual Stimulation: Intellectual stimulation, the last I, describes a transformational leader's ability to encourage out-of-the-box thinking. She motivates subordinates to take risks by displaying genuine interest in their efforts to develop creative breakthroughs. By creating an environment receptive to change, growth and new ways of thinking about business, transformational leaders foster entrepreneurship.

Inspirational Motivation: A transformational leader who can rally followers behind a cause demonstrates inspirational motivation, I number three. Because he can get workers excited about the organization's goals and vision, he successfully encourages them to work as a team to achieve those goals.

Idealized Influence: Idealized influence, the first I, refers to a transformational leader's ability to lead by example. A good role model, she encourages her charges to adopt excellent leadership practices by acting as she wants them to act and doesn't ask them to do things she wouldn't do. Because they live up to their own expectations, transformational leaders earn admiration and respect from those they lead. Therefore, applying the four I's can help you become a more effective leader. Being a transformational leader means applying the four I's in all aspects of your business management. While there is no step-by-step guide to transformational leadership, by remembering the four I's and focusing on implementing them you'll begin your own transformation.

Effect of Transformational Leadership Behaviour

➢ **Job satisfaction:** Job satisfaction is a topic which has derived attention of not only organizational employees but also of researchers (Lu et al., 2005). Job satisfaction is the emotional response of an individual toward his or her job or place of job coming out from his or her experience from the job. Luthans (2007) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction ultimately leads to job performance and organizational commitment which ensures organizational success (Spector, 2003). In the explanation of job satisfaction, the job related characteristics are not enough and for complete understanding we need to consider the personal characteristics as well (Churchill et al., 2006; Staw and Ross, 2015; Fried and Ferris, 2017). Okpara (2004) identified five dimensions of job satisfaction: pay, promotion, supervision, work itself and coworkers. Oshagbemi (2003) determined the personal factors which relate to job satisfaction in the UK universities. He found that ranking, length of

service, age and the individual's ability to do the work, contribute a lot in enhancing his satisfaction level. Okpara (2004) examined that whether the personal characteristics of the IT managers are responsible for job satisfaction or not. The personal characteristics taken were experience, age, education and gender.

➢ **Organizational commitment:** Luthans (2007) stated organizational commitment as "an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being". Henkin and Marchiori (2003) defined organizational commitment as a feeling of employees which force them to be the part of their organization and recognize the goals, values, norms and ethical standards of an organization. Shaw (2003) identified three dimensions of organizational commitment: affective, continuance and normative commitment. Positive, sincere and utmost involvement of employee for its organization is called affective commitment. Continuance commitment can be seen when individual is committed with the organization because of some specific benefits like pension, insurance, medical and other fringe benefits. Employees' Commitment with the organization because of the ethical standards or social norms is called normative commitment. According to Tella, et. al. (2007) organizational commitment is the strongest motivator that highly affects persons' intentions to perform well, increases his efficiency, and improves his skills. Organizational commitment is important for organizations because it is a good predictor of organizational goals and objectives, productivity, absenteeism and turnover.

Collections of Some Transformational Leaders

Transformational leaders have been written about for thousands of years having been both praised and cursed. Some of the most famous individuals in history are transformational in one form or another.

Martin Luther King Jr, (Civil right activist) a chain-smoking, pool-playing student…just discovering his passion for social justice." Yet repeatedly coming face-to-face with racism, poverty, and economic injustice brought the young King to a reckoning, and eventually shaped him into a leader capable of inspiring and leading a movement. There are important lessons from the youth of the man who would be memorialized as a great leader of the 20th century. King became a leader when he recognized injustices that he could not ignore. And he acted. It would be easiest for 21st century Americans to sit comfortably and hope that someone else solves the injustices we see. Yet King's writing reminds us that poverty, racism, and systemic exploitation will never work themselves out. America can achieve a brighter future for vulnerable people only by applying "constant, persistent, legal, and non-violent pressure." That takes discipline focused on the goal. As King himself wrote in his famous "Letter from Birmingham Jail," "the goal of America is freedom."

Adolf Hitler (20 April 1889 – 30 April 1945) was a German politician and the leader of Nazi Germany. He became Chancellor of Germany in 1933, after a democratic election in 1932. He became Führer (leader) of Nazi Germany in 1934. Hitler led the Nazi Party NSDAP from 1921.

The Greek philosopher Aristotle (384-322 B.C.) made significant and lasting contributions to nearly every aspect of human knowledge, from logic to biology to ethics and aesthetics. ... In

Arabic philosophy, he was known simply as "The First Teacher"; in the West, he was "The Philosopher.

Advantages of Transformational Leadership Behaviour

United in a common course: Transformational leaders stand out in their ability to quickly analyze a company's current situation and create a righteous vision for its improvement and growth. Through passion and influence, the leader communicates her vision to employees to get everyone on board. Employees are motivated to do what is asked of them because the whole work experience is perceived as a purposeful and enjoyable adventure. In terms of bottom-line results, the organization should see productivity gains when a transformational leader comes on board. It's much easier to optimize performance when everyone is pulling in the same direction, as all people can see the big picture and feel united in a common cause.

Reduces turnover costs: Employees come and go and when someone goes, it can cost the organization dearly in terms of finding and training a replacement. Transformational leadership seeks to lower staff turnover by making people feel more engaged and included in the organization. United behind the leader's vision, employees are more likely to feel like they fit in, like they're sharing the same goals with co-workers, and that they are not lonely. People who match the culture and behaviors of the business tend to stick around, which decreases turnover.

Creates and manages change: For companies to evolve, they must be willing to embrace change. However, change is notoriously tricky to implement because many people are resistant to it. Usually, it's because they are scared of the unknown or feel suspicious that the new situation will be worse than the old way of doing things. What's special about transformational leaders is their ability to sell the benefits – and the morality – of the change by creating an inspiring new vision and getting people to buy into it. This style of leadership focuses on the positive impact of the change "for the greater good" and tells people how they can contribute to it. This makes it much easier for employees to embrace the change – and even enjoy it.

Keeps the company open and ethical: Integrity is a core value of transformational leaders: Their entire sphere of influence is based upon them being transparent and openly living the values they've established for the organization. For this reason, a transformational leader is going to be laser-focused on doing the right thing. They tend to be values-driven and ethics-focused, which encourages the company's employees to stick to the straight and narrow and act in the best interest of the company and its wider communities.

Disadvantages of Transformational Leadership Behaviour

❖ *Can Be Risky and Disruptive:* The problem with change is that it becomes disruptive if it happens too frequently and detrimental if the leader takes excessive or unnecessary risks. Companies often hire a transformational leader with the specific goal of creating change within the organization. But danger comes when the transformational leader fixates on change as the end game, instead of something positive for the organization. If the leader fails to objectively assess whether this particular change at this time and for this organization is the appropriate response, it is more likely to produce negative outcomes.

❖ ***Can lead to employee burnout:*** While some will feel inspired by a transformational leader, others feel their presence as a constant pressure. Transformational leaders put a lot of emphasis on authenticity – living and breathing the company culture and values. This constant push to achieve the grand vision and to continually take pride in the company's achievements can lead to demotivation and burnout in some employees. It sends the message that much more is required than simply turning up, doing a great job, and then going home.

❖ ***Carries a high potential for abuse:*** But what if the transformational leader's version of "doing things the right way" is actually the wrong way for the organization and the people within it? Sometimes, a charismatic leader will stridently follow a vision that is not a force for good. Experts often cite Adolf Hitler and Osama bin Laden as examples of transformational leaders, so there can be a dark side to this style of leadership.

❖ ***Leaders Lose power if people disagree with them:*** What if employees do not agree with the leader's vision? Transformational leadership relies on employees being intrinsically motivated to work hard, but if those employees are not hearing, feeling and connecting with the vision, then intrinsically motivation will be lacking. Worse, there may be insufficient transactional motivators in place (rewards and punishments) to encourage *any* type of response, and that imbalance is the reason why transformational initiatives can fail. Fundamentally, a transformational leader's power is his influence. If someone disagrees with the leader's vision for the organization, then he loses the ability to influence them, and he loses all his power.

Transformational Leadership and Employee Creativity

In essence, transformational leadership stands as a unique leadership philosophy and one of the most effective and Contemporary leadership behaviour till date (Derue et al., 2011; Mozammel and Haan, 2016; Ra'ed Masa'deh et al., 2016). Thus, a transformational leader works on raising awareness, interest, and creativity among his followers (McCleskey, 2014) through shifting their focus from mere existence toward achievement and growth (Bolden et al.,2003). From an organizational perspective, a manager who brings up change and renewal to the organization and advances its efficiency is sought to be transformational as well (Burns et al., 2008). Creativity in business settings is commonly perceived as the ability to come up with innovative products, novel approaches, and functional processes (Proctor, 2014; Koseoglu et al., 2017). Leaders are expected to transmit a transformational behavior through an IS of their followers (Salter et al., 2014). Challenging and questioning followers' efforts and suggestions in a problem-solving context will ultimately lead them to reframing problems more accurately, targeting issues pragmatically, and approaching former situations innovatively (Jyoti and Dev, 2015). This momentum stimulates employees to develop creative and generative thinking, due to the encouragement of their leaders to think 'out of the box'.

Intellectual stimulation positively impacts employee creativity: Transformational leadership is also expected to be linked to self-estimation. (McCleskey, 2014), posits that leaders with noble values, strong and ethical beliefs, and a responsible sense of mission are those who followers look up to, imitate, and resort into when handling problematic situations (Jyoti and Dev, 2015). These ideal beliefs flow from leaders to their followers, who in turn, perceive them to be outstanding (Cekmecelio glu and Ozbag, 2016). Furthermore, communicating confidence and

charisma to followers is found to contribute into elevating their creativity development process' pace (Salter et al., 2014). From the aforementioned literature, we posit our second research hypothesis as follows:

Idealized Influence positively impacts employee creativity: Transformational leadership and employee creativity focuses on how leaders pay attention to each employee's own needs for achievement and growth (Gong et al., 2009; Odumeru and Feanyi, 2013; Sirkwoo, 2015). Leaders, aware of each of their follower's individual uniqueness, talents, and capabilities, could better understand and appropriately categorize the suitable tasks and missions to be assigned to them accordingly (Anthony, 2017). This increases the chances of expanding followers' creativity and divergent thinking in the workplace (Derue et al., 2011).

Individualized consideration positively impacts employee creativity: Inspirational motivation is the extent to which leaders are able to motivate their followers Through articulating and communicating high expectations through inspirational visions (Gardner et al., 2011; Keskes, 2013; Odumeru and Feanyi, 2013; Ngaithe et al., 2016).This component contributes into cultivating a creative work environment, where followers are encouraged to take-in interpersonal risks, perform beyond usual expectations, and generate innovative content (Sirkwoo, 2015). A leadership-reframing work confirmed that leaders communicating confidence to their followers, inspire them to perceive every challenging situation as a new opportunity and to always seek out new and creative problem-solving atmosphere at the workplace (Gong et al., 2009; Gardner et al., 2011).

Transformative leader's inspirational motivation positively impacts employee creativity: Creative role identity and employee creativity is evidence that individuals develop expectations about themselves and later behave accordingly (Tierney and Farmer, 2011). So is the case of employees differing in the extent to which they identify and perceive themselves after being creatively empowered by their leaders (Shaari et al., 2011; Tierney and Farmer, 2011). This happens through internalizing and associating the information received from external sources and perceiving it as a part of their predefined role identity (Koseoglu et al., 2017). Whereas role identity is the self-view or the meaning credited to one's self in regards to a specific role and is used by individuals as a cognitive schema to provide meaning to their inner believed roles, and it also helps to interpret events or channel behavioral options (Shaari et al., 2011; Tierney and Farmer, 2011; Keskes, 2013).

Methods

Descriptive survey research design was adopted for the study. The study was conducted in Akwa Ibom State of Nigeria. The population of the study comprised all business educators in Akwa Ibom State tertiary institutions. Stratified sampling technique was used to select 50 business educators in University of Uyo, 30 in Akwa Ibom State University, 50 in Akwa Ibom State Polytechnic and 20 in College of Education giving a total of 150 respondents that constituted the sample size used for the study. The instrument titled "Prospects of Transformational Leadership Behaviour Questionnaire (PTLBQ)" was used to collect data from the respondents. Face and content validation of the instrument was carried out by expert in test, measurement and evaluation from University of Uyo to ensure that the instrument had accuracy, appropriateness. Cronbach Alpha technique was used to determine the level of reliability of the instrument. The

reliability coefficient obtained was 0.91 and this was high enough to justify the use of the instrument. The researcher subjected the data generated for this study to appropriate statistical techniques such as percentage analysis and descriptive statistics used in answering research questions while simple regression in analysis was used in testing the hypothesis. The test for significance was done at 0.05 alpha levels.

Results

Research Questions 1: The research question sought to find out the roles of transformational leadership behaviour. To answer the research question, percentage analysis was performed on the data, (see table 1).

Table 1: Percentage analysis of the roles of transformational leadership behaviour

ROLES	FREQUENCE	PERCENTAGE (%)
United in a common course	44	29.33**
Reduces turnover costs	32	21.33*
Creates and manages change	36	24
Keeps the company open and ethical	38	25.33
TOTAL	**150**	**100%**

**   The highest percentage frequency
*   The least percentage frequency
SOURCE: Field Survey

The above table 1 presents the percentage analysis of the roles of transformational leadership behaviour. From the result of the data analysis, it was observed that the role tagged "united in a common course" 44(29.33) was rated the most important role of transformational leadership behavior with the highest percentage value as affirmed by the respondents, while the roles tagged "reduces turnover costs" 32(21.33) was rated the least percentage of the roles of transformational leadership behaviour.

Research Questions 2: The research question sought to find out the roles of transformational leadership behaviour. To answer the research question, percentage analysis was performed on the data, (see table 2).

Table 1: Percentage analysis of the effects of transformational leadership behaviour

ROLES	FREQUENCE	PERCENTAGE (%)
Job satisfaction	79	52.67
Organizational commitment	71	47.33
TOTAL	**150**	**100%**

**   The highest percentage frequency
*   The least percentage frequency
SOURCE: Field Survey

The above table 2 presents the percentage analysis of the effects of transformational leadership behaviour. From the result of the data analysis, it was observed that the effect tagged "job satisfaction" 79(52.67) was rated as the highest effect of transformational leadership behavior affirmed by the respondents, while "organizational commitment" 71(47.33) was rated the least effect of transformational leadership behaviour.

Research Questions Three: The research question sought to find out the effect of transformational leadership behaviour of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators. To answer the research percentage analysis was performed on the data, (see table 3).

Table 3: **Descriptive statistics of the effect of transformational leadership behaviour of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators**

Variable	N	Arithmetic mean	Expected mean	R	Remarks
Performance of the Business Educators		12.38	12.5		
	150			0.76	*Moderately Strong Relationship
Transformational Leadership Behaviour		11.57	12.5		

Source: Field Survey

The above table 3 presents the result of the descriptive analysis of the effect of transformational leadership of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators. The two variables were observed to have moderately strong relationship at 0.76%. The arithmetic mean for performance of the business educators (12.38) was observed to be lower than the expected mean score of 12.5. on the other hand, the arithmetic mean as regards transformational leadership (11.57) was observed to be lower than the expected mean score of 12.5. The result therefore means that there is remarkable effect of transformational leadership of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators.

Hypothesis Testing

The null hypothesis states that there is no significant effect of transformational leadership behaviour of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators. In order to test the hypothesis, simple regression analysis was performed on the data (see table 4).

Table 4: Simple Regression Analysis of the effect of transformational leadership behaviour of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators

Model	R	R-Square	Adjusted R Square	Std. error of the Estimate	R Square Change
1	0.76a	0.57	0.57	1.25	0.57

*Significant at 0.05 level; df= 148; N= 150; critical R-value = 0.197

The above table 4 shows that the calculated R-value (0.76) was greater than the critical R-value of 0.197 at 0.5 alpha levels with 148 degrees of freedom. The R-Square value of 0.57 predicts 57% of the effect of transformational leadership behaviour of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators. This rate of percentage is moderately positive and therefore means that there is significant effect of transformational leadership behaviour of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators. It was also deemed necessary to find out the influence of the variance of each class of independent variable as responded by each respondent (table 5).

TABLE 5: Analysis of variance of the effect of transformational leadership behaviour of the management of tertiary institutions in Akwa Ibom State on the performance of the business educators

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	311.46	1	311.46	197.09	.000b
Residual	233.88	148	1.58		
Total	545.340	149			

a. Dependent Variable: Performance of the Business Educators
b. Predictors: (Constant), Transformational Leadership Behaviour

The calculated F-value (197.09) and the P-value as (.000b). Being that the P-value (.000b) is below the probability level of 0.05, the result therefore means that there is significant effect exerted by the independent variables i.e. transformational leadership behaviour on the dependent variable which is performance of the business educators. The result therefore is cognate with the research findings McCleskey, (2014) who stress that transformational leader works on raising awareness, interest, and creativity among his followers through shifting their focus from mere existence toward achievement and growth. From an organizational perspective, a manager who brings up change and renewal to the organization and advances its efficiency is sought to be transformational leader. Hence, creativity in business settings is commonly perceived as the ability to come up with innovative products, novel approaches, and functional processes (Burns et al., 2008). The significance of the result caused the null hypotheses to be rejected while the alternative was accepted.

Conclusion

The study concluded that transformational leaders inspire and motivate employee workforce without micro managing; they trust trained employees to take authority over decisions in their assigned jobs. It is a management style that's designed to give employees more room to be creative, also that Organizational commitment is the strongest motivator that highly affects persons' intentions to perform well, increases his efficiency, and improves his skills. Therefore, Organizational commitment is important for organizations because it is a good predictor of organizational goals and objectives, productivity, absenteeism and turnover.

Recommendations

1. Organization should see productivity gains when a transformational leader comes on board, because it is much easier to optimize performance when everyone is pulling in the same direction, as all people can see the big picture and feel united in a common cause.

2. Since job performance ultimately leads to job satisfaction and organizational commitment which ensures organizational success, therefore organizations should also provide job security to their staffs as one of the transformative structure.

REFERENCES

Al-Hawary, S.I.S. & Hadad, T.F.S. (2016). The Effect of Strategic: Thinking Styles on the Enhancement Competitive Capabilities of Commercial Banks in Jordan'. *International Journal of Business and Social Science*. 7(10), 133-144.

Al-Hawary, S.I.S. and AL-Hamwan, A. M. (2017). Environmental Analysis and its Impact on the Competitive Capabilities of the Commercial Banks Operating in Jordan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 7(1), 277-290.

Al-Nady, B. A. A., Al-Hawary, S.I.S., Alolayyan, M. N. (2013). Strategic Management as a key for Superior Competitive advantage of Sanitary Ware Suppliers in Kingdom of Saudi Arabia. *International Journal of Management and Information Technology*, 7(2), 1042-1058.

Anthony, E.L. (2017). The impact of leadership coaching on leadership behaviors. *Journal of Management Development,* 36 (7), 930-939.

Barling, J., Moutinho, S., & Kelloway, E. K. (2009). *Transformational leadership and group performance*: The mediating role of affective commitment. Manuscript submitted for publication. Kingston, Ontario: Queen's University.

Barling, J., Weber, T., & Kelloway, E. K. (2006). Effects of transformational leadership training and attitudinal and financial outcomes: A field experiment. *Journal of Applied Psychology*, 81 (6), 827-832.

Basadur, M., Gelade, G. and Basadur, T. (2014). Creative problem-solving process styles, cognitive work demands, and organizational adaptability. *The Journal of Applied Behavioral Science*, 50(1), 80-115.

Bass & Avolio's Full Range Leadership Model and Moral Development, E-Leader Milan, (2008). Retrieved from; https://www.g.casa.com/conference/Milan/

Bass, B. M. (2008). *Transformational leadership*: Industrial, military, and educational impact. Mahwah, NJ: Lawrence Erlbaum Associates.

Bass, B.M. (2005). *Leadership and Performance beyond Expectations*, New York, NY: Free Press.

Boerner, S., Eisenbeiss, S. A., & Griesser, D. (2007). Follower behavior and organizational performance: The impact of transformational leaders. *Journal of Leadership & Organizational Studies*, 13(3), 15-26.

Bolden, R., Gosling, J., Marturano, A. and Dennison, P. (2003). A review of leadership theory and competency frameworks, Centre for Leadership Studies, University of Exeter, Cross mead Barley Lane, Dunsford Hill, Exeter.

Burns, J. M., Bass, B.M. and Handbook, T.B. (2008). Transformational leadership, Creative Commons.

Commy Precious GODDYMKPA, *Ph.D* & Uduak Enobong EYO

Çekmecelioglu, H.G. and Ozbag, G.K. (2016). Leadership and creativity: the impact of transformational leadership on individual creativity. *Procedia - Social and Behavioral Sciences*, 23(5), pp. 243-249.

Churchill, A. G., Jr., Ford, M. N., & Walker, C. O. (2006). Organizational climate and job satisfaction in the sales force. *Journal of Marketing Research*, 13(4), 323-332.

Derue, D.S., Nahrgang, J.D., Wellman, N. and Humphrey, S.E. (2011), "Trait and behavioral theories of leadership: an integration and meta-analytic test of their relative validity", Personnel Psychology, Vol. 64 (1), 7-5.

Fried, Y., & Ferris, G. R. (2017). The validity of the job characteristics model: A review and meta-analysis. *Personnel Psychology*, 40(2), 287–322.

Gardner, J. N., Jewler, A.J. and Barefoot, B.O. (2011). Understanding emotional intelligence. *our College Experience Strategies for Success*, 5(1). 39-51.

Gong, Y., Huang, J.C. and Farh, J.L. (2009). Employee learning orientation, transformational leadership, and employee creativity: the mediating role of employee creative self-efficacy, *Academy of Management Journal*, 52 (4). 765-778.

Hatter, J. J., & Bass, B. M. (2018). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73, 695-702.

Henkin, A. B., & Marchiori, D. M. (2003). Empowerment and organizational commitment of chiropractic faculty. *Journal of Manipulative and Physiological Therapeutics*, 275-281.

Howell, J. M., & Avolio, B. J. (2013). Transformational leadership, transactional leadership, locus of control and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of Applied Psychology*, 78, 891-902.

Jiang, Y. (2009). *A multi-level model of transformational leadership and team outcomes*: A knowledge-focused perspective. Doctorate Dissertation, The State University of New Jersey.

Jorg, F., & Schyns, B. (2004). Is similarity in leadership related to organizational outcomes? The case of transformational leadership. *Journal of Leadership & Organizational Studies*, 10(4), 92-102.

Jyoti, J. and Dev, M. (2015). The impact of transformational leadership on employee creativity: the role of learning orientation. *Journal of Asia Business Studies*, 9(1), 78-98.

Keskes, I. (2013). Relationship between leadership styles and dimensions of employee organizational commitment: a critical review and discussion of future directions. *Intangible Capital*, 10(1) 26 -36.

Kirkpatrick, S. A., & Locke, E. A. (2006). Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology*, 81, 36-51.

Koseoglu, G., Liu, Y. and Shalley, C.E. (2017). *Working with creative leaders*: exploring the relationship between supervisors' and subordinates' creativity.

Krishnan, V. R. (2006). Transformational leadership and outcomes: Role of relationship duration. *Leadership & Organization Journal*, 26 (5/6), 442-457.

Lu, H., While, A.E., & Barriball, K.L. (2005). Job satisfaction among nurses: A literature review. *International Journal of Nursing Studies*, 42, 211-227.

Luft, K. (2012). *A research study on transformational leadership comparing leadership styles of the principal*. Doctorate dissertation, Duquesne University.

Luthans, F. (2007). *Organizational Behavior*. New York: McGraw-Hill.

McCleskey, J.A. (2014). Situational, transformational, and transactional leadership and leadership development. *Journal of Business Studies Quarterly*,5(4),117.

Ngaithe, L.N., K'Aol, G.O., Lewa, P. and Ndwiga, M. (2016). Effect of idealized influence and inspirational motivation on staff performance in state owned enterprises in Kenya. *European Journal of Business and Management*, 8(30), pp. 6-13

Odumeru, J.A. and Feanyi, G.O. (2013). Transformational vs. transactional leadership theories: evidence in literature. *International Review of Management and Business Research*, 2(2), pp. 2306-9007

Okpara, J. O. (2004). Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy. *Information Technology & People*, 17(3), 32-338.

Oshagbemi, T. (2003). Personal correlates of job satisfaction: Empirical evidence from UK universities. *International Journal of Social Economics*, 30(12), 1210–1232.

Shaari, R., Bahari, S.F., Nordin, N.A., Rahim, K.A., Rajab, A. and Hanafiah, M.H.F. (2011). An application of role identity theory to foster academics creativity in a research university. *International Journal of Social Sciences and Humanity Studies*, 3(1), pp. 375-384.

Shaari, R., Bahari, S.F., Nordin, N.A., Rahim, K.A., Rajab, A. and Hanafiah, M.H.F. (2011). An application of role identity theory to foster academics creativity in a research university. *International Journal of Social Sciences and Humanity Studies*, 3(1), pp. 375-384

Shaw, J. D., Delery, J. E. & Abdulla, M. H. A. (2003). Organizational commitment and performance among guest workers and citizens of an Arab country. *Journal of Business Research*, 56,102–1030.

Sirkwoo, J. (2015). Leading employee creativity: the relationship between leadership styles. *Business and Management Research*, 21(1), pp. 17-28

Spector, P.E. (2003). *Industrial and organizational psychology* –Research and practice (3rd ed.). New York: John Wiley & Sons, Inc.

Staw, B. M., & Ross J. (2015). Stability in the midst of a change: a dispositional approach to job attitudes. *Journal of Applied Psychology*, 70, 469-480.

Tella, A., Ayeni, C. O., & Popoola, S. O. (2007). Work motivation, job satisfaction, and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library Philosophy and Practice*, 4(2) 1-16.

Tierney, P. and Farmer, S.M. (2011). Creative self-efficacy development and creative performance over time. *Journal of Applied Psychology*, 96(2), pp. 277-293

Zhu, W., Chew, I. K. H., & Spangler, W. D. (2005). CEO transformational leadership and organizational outcomes: The mediating role of human-capital-enhancing human resource management. *Leadership Quarterly*, 16(1), 39-52.