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The influence of transformational leadership on job performance of front-line managers in private banks of Hyderabad region, Sindh, Pakistan.

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Abstract:-

This study investigated the influence of transformational leadership on job performance of front-line managers in private banks of Hyderabad region, Sindh, Pakistan. This study was quantitative and cross-sectional in nature based on deductive approach and positivist philosophy. Primary data collected through close-ended questionnaire containing five-point Likert scale ranging from strongly disagree to strongly agree. Instrument was adopted from prior research studies and delivered to front-line managers working in private banks of Hyderabad region who were known as the target population of the study. A sum of 164 close-ended questionnaires was distributed among front-line managers of private banks of Hyderabad region by using convenience sampling which is an item of non-probability sampling. Data analysis and interpretation were done by using SPSS version 22.0 and PLS-SEM. SPSS was used for determining descriptive statistics while PLS-SEM was used for hypotheses testing and model verification. Transformational leadership is a broad term which has four dimensions: idealized influence, intellectual stimulation, inspirational motivation and individualized consideration. Since job performance has two dimensions: task performance and contextual performance. This study was based on two variables, one was independent and other was dependent. Independent variable has four dimensions and dependent variable has two dimensions. The entire study was based on four objectives which were accomplished by setting and testing eight hypotheses. Four hypotheses were found positive and significant and four were found negative and insignificant. Results were thoroughly discussed in results and discussion section with numerical data.

Key words: Transformational leadership, job performance and front-line managers.

Introduction

Leadership plays indispensable role for the success or failure of the organization. Since transformational leadership style of management is viewed as different from traditional transactional leadership style. Transformational leadership style of management is based on four dimensions; idealized influence, intellectual stimulation, inspirational motivation and individualized consideration. Transformational leadership behavior is viewed as greater leadership behavior in terms of performance. It increases individual's self-trust, consciousness and interest in one's group and organization as well to draw attention on employees and compel them to accomplish their allotted tasks within timeframe to enrich job performance (Bass & Riggio, 2006). Since job performance is vital for accomplishing organizational goals. Job performance has two dimensions; task performance and contextual performance. Job performance assists organization to achieve its set goals easily and timely (Ramlall, 2008). Both aspects are closely associated with each other to put forward organizations in terms of productivity and performance. Transformational Leadership style of management emphasize over job performance consequently organizations improve performance (Borman & Motowidlo, 1997). Leader with sound knowledge and wisdom makes wise decisions in the interest of business that puts impact on its performance and in aftermath organization will be able to find its survival and sustenance for long years. Particularly leader's knowledge, behavior, decision making and management skill makes the organization unique in comparison with related industry competitors. Employees remain satisfied and engaged at work without fear of fire or dismissal. Job performance increases among employees with the application of transformational leadership.

Research problem

Limited research has embarked on transformational leadership by measuring the relationship of organizational citizenship behaviour (Shah, *et al.*, 2016; Haq & Kuchinke, 2016). Since there is no any study found from the literature that presents the empirical evidence in the private banks of Hyderabad region, Sindh, Pakistan by incorporating and measuring the relationship of transformational leadership on job performance of front-line managers. Prior literature suggested that banking industry of Pakistan is seriously facing diverse range of problems such as high turnover, lack of job performance, long working hours and job stress, that have created importance of effective leadership (Hussain, 2010; Haq, 2015; Haq & Kuchinke, 2016).

Research questions

Following research questions were set to define the relationships based on prior research studies.

RQ1: What is the influence of idealized influence on task performance and contextual performance of FLMs?

RQ2: What is the influence of intellectual stimulation on task performance and contextual performance of FLMs?

RQ3: What is the influence of inspirational motivation on task performance and contextual performance of FLMs?

RQ4: What is the influence of individualized consideration on task performance and contextual performance of FLMs?

Research objectives

- Identify the influence of idealized influence on task performance and contextual performance of FLMs.

- Identify the influence of intellectual stimulation on task performance and contextual performance of FLMs.
- Identify the influence of inspirational motivation on task performance and contextual performance of FLMs.
- Identify the influence of individualized consideration on task performance and contextual performance of FLMs.

Conceptual model

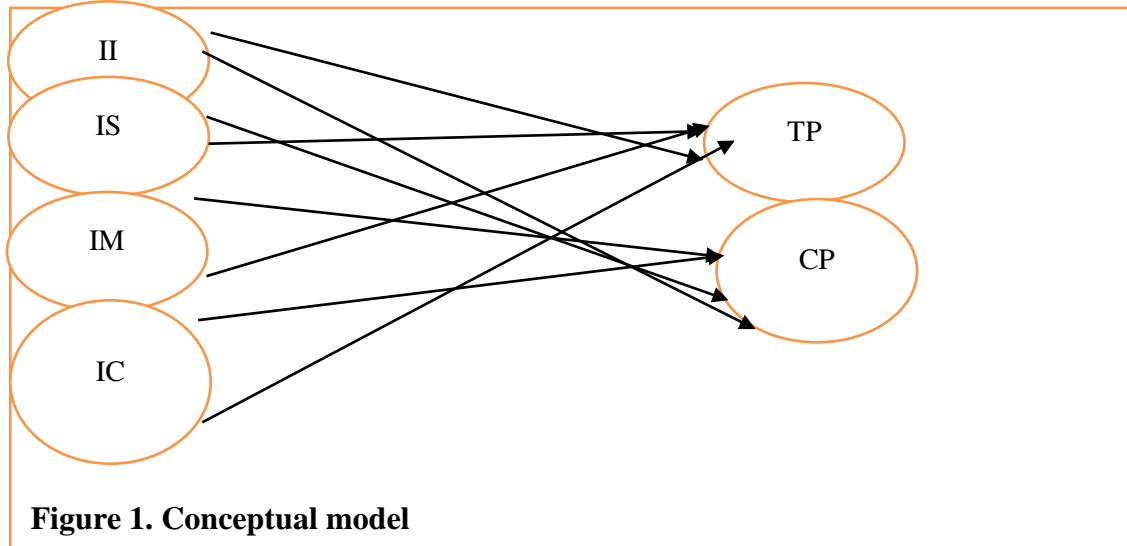


Figure 1. Conceptual model

Hypotheses

H1: The idealized influence is positively related with task performance of FLMs.

H2: The idealized influence is positively related with contextual performance of FLMs.

H3: The intellectual stimulation is positively related with task performance of FLMs.

H4: The intellectual stimulation is positively related with contextual performance of FLMs.

H5: The inspirational motivation is positively related with task performance of FLMs.

H6: The inspirational motivation is positively related with contextual performance of FLMs.

H7: The individualized consideration is positively related with task performance of FLMs.

H8: The individualized consideration is positively related with contextual performance of FLMs.

Literature review

Leadership involves influencing, motivating, guiding and correcting subordinates to enrich job performance and reach individual and organizational goals (Kamisan & King, 2013).

Types of leadership: various leadership styles are discussed and observed in different geographical contexts of the world such as; Autocratic, Bureaucratic, Laissez-fair, Charismatic, Democratic, Situational, Transactional and Transformational (Aquino, 2015).

Autocratic leadership holding highest power and authority in any organizational setting, making decisions without taking other members on board just communicate to

lower authorities before implementing practically (Kurt et al., 1939). This type of leadership style creates unrest among managers and employees (Aquino, 2015).

Bureaucratic leadership is very popular in public sector organizations, who are responsible to carry out routine activities as per set standards and policies (Taiwo, 2013).

Laissez-fair leadership authorizing other managers to make decisions on their own and holding them responsible for good or bad decisions (Kurt et., 1939; Aquino, 2015).

Charismatic leadership focusing on own-self and subordinates, gauging the attitude of subordinates and guiding them too. The charismatic leadership is somehow resemble to transformational leadership. Somehow different from transformational leadership on account of motivation (Taiwo, 2013).

Democratic leadership every member of the organization is allowed to participate in decision making process. Leadership listens all and finally make decision in the interest of the business. Decisions are often appreciated by members of the organization (Kurt et al., 1939; Aquino, 2015).

Situational leadership decisions are made on the basis of situational factors such as task, time and the contextual characteristics of leaders and subordinates (Ansari, 1990).

Transactional leadership employees are under the control of the leaders. Rule of reward and punishment is emphasized for good and bad job (Taiwo, 2013).

Transformational leadership is made-up of four dimensions; idealized influence, intellectual stimulation, inspirational motivation and individualized consideration. Transformational leaders are considered the change agents of the company, who bring change in the organization which is acceptable and doable (Bass & Riggio, 2006). Transformational leaders focus on mutual benefits of employees and organization rather than organization's goals only. Motivating employees is the prime task of transformational leaders. They believe organization cannot reach its goals easily and quickly without the involvement of employees (Avolio & Bass, 2004). Transformational leaders emphasize the positive role of employees which is the sole reason for organization to touch the heights of performance in every sphere (Shah et al., 2016).

Idealized influence Leaders have influence over employees. Employees consider them role models and follow them to bring the best among themselves. Leaders are trusted, respected and their actions and movements are imitated by subordinates. Idealized influence is shown by leaders through actions to the close circle of employees. (Bass and Riggio, 2006).

Intellectual stimulation Leaders encourage subordinates to share their views related to problems. They do not apply old techniques and old methods to solve them. Leaders encourage creativity in the organization.

Inspirational motivation Leaders communicate the vision of the organization effectively with subordinates and give them direction to go and reach goals. Leaders assist subordinates in any of the plight while doing the job. The aftermath of inspirational motivation is high level of commitment with jobs and subordinates remain motivated to work for the organization in long run.

Individualized consideration Leaders pay special attention on the need for achievement and growth of subordinates. Leaders work as coach and guide for subordinates in this dimension of transformational leadership.

Research design

A systematic process of designing the overall map of the research before doing it practically and touching the particular segment of the industry or area with the purpose of data collection and making analysis and interpretation on it and finally to report findings of the study. Research design particularly puts emphasis on the nature of the data, collection method and tool, analysis software and interpretation. Thus this study based on primary data which were collected by instrument called close-ended questionnaire based on five-point Likert scale. Analysis was done by SPSS and SEM smart PLS and conclusive findings are reported. Research design assists researchers to achieve the aim of the research effectively (Myers, 2009).

Methodology

This study was quantitative and cross-sectional in nature based on deductive approach and positivist philosophy. Data collected through primary source by close-ended questionnaire containing five-point Likert scale from the employees of private banks located in Hyderabad region. Items of close-ended questionnaire were adopted from prior research studies that were made easy and comprehensive for the understanding of target population. Data were analysed by SPSS version 22.0 and SEM smart PLS-3. Descriptive analysis was done by SPSS and hypotheses testing and model verification was done by using SEM smart PLS.

Population Front-line managers were targeted for data collection that was based in private banks located in Hyderabad region. Data collected through questionnaire survey based on five-point Likert scale.

Sample and sample size 164 close-ended questionnaires were distributed among front-line managers of private banks located in Hyderabad region, Sindh, Pakistan, through convenience sampling, which were used for data analysis and interpretation.

Measurement close-ended questionnaire was used for data collection which was based on five-point Likert scale. It was consisting on four parts such as covering letter showing the intent of research, demographic details of respondents, data pertaining to the dimensions of transformational leadership and data pertaining to the dimensions of job performance.

Results and discussions

Following is the reliability results of the dimensions of transformational leadership and dimensions of job performance. Reliability results of both variables found significant and above the threshold values as suggested by the literature that reliability should be equal or more than 0.70. Thus all dimensions of transformational leadership found fit for further data analysis and interpretation. Likewise, all the dimensions of job performance found fit for further data analysis and interpretation.

Table 1. Reliability of Instrument

Constructs	Cronbach's alpha
Idealized Influence	0.775
Intellectual Stimulation	0.688
Inspirational Motivation	0.781
Individualized Consideration	0.707
Task Performance	0.772

Contextual Performance	0.830
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Table 1. Showed the reliability results of 164 close-ended questionnaires which were delivered to front-line managers of private banks located in Hyderabad region, Sindh, Pakistan. Cronbach's alpha shows the internal consistency of items measuring a given variable used in the instrument. Literature suggested that Cronbach's alpha value should be greater than 0.70 then the scale is set to be valid, fit and appropriate for further data analysis and interpretation.

Table 2. Demographic details of participants

Characteristics	Category	Frequency	Percentage
Gender	Male	119	73%
	Female	45	23%
Marital Status	Single	70	43%
	Married	94	57%
Age Group	20-29	78	47%
	30-39	69	42%
	40-49	16	10%
	50-59	1	1%
Education	Bachelor	46	28%
	Master	115	70%
	M. Phil	3	2%
Experience	Less than 1 year	25	15%
	2-10 years	107	65%
	11-20 years	28	17%
	Above 20 years	4	3%
Bank Name	Askari Bank Ltd	16	80%
	Bank Al- Falah	14	70%
	Bank Al-Habib	20	100%
	Faysal Bank Ltd	20	100%
	Habib Metro Bank	20	100%
	JS Bank	15	75%
	Silk Bank Ltd	12	60%
	Soneri Bank Ltd	15	75%
	Standard Chartered Bank	12	60%
	Summit Bank Ltd	20	100%

Table 2. Showed the demographic details of the participants who had participated in the survey. Male participants were more than female participants with percentage of 73 out of 100. Married participants were more than single with percentage of 57 out of 100. Majority of participants were between the age group of (20-29) with

percentage of 47 out of 100. Majority of participants were master degree holders with percentage of 70 out of 100. Majority of participants were between the experiences of (2-10) years with percentage of 65 out of 100.

Table 3. Factor loadings

Variables	Indicators	Factor loadings
Idealized Influence	II-1	0.870
	II-2	0.846
	II-3	0.782
	II-4	0.584
Intellectual Stimulation	IS-1	0.815
	IS-2	0.773
	IS-4	0.763
Inspirational Motivation	IM-1	0.765
	IM-2	0.759
	IM-3	0.847
	IM-4	0.736
Individualized Consideration	IC-1	0.810
	IC-2	0.570
	IC-3	0.809
	IC-4	0.665
Task Performance	TP-1	0.733
	TP-2	0.717
	TP-3	0.774
	TP-4	0.619
	TP-5	0.557
	TP-6	0.694
Contextual Performance	CP-2	0.574
	CP-3	0.557
	CP-4	0.679
	CP-5	0.733
	CP-6	0.594
	CP-8	0.507
	CP-9	0.588
	CP-10	0.679
CP-11	0.739	

	CP-12	0.597
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Table 3. Showed the loading values of the items of the constructs. Literature suggested that loading value should be equal or greater than 0.50 (Hair et al., 2014). The loading values of indicators IC-4, TP-4, TP-6, CP-4 and CP-10 were less than 0.70 but were very close to 0.70 except II-4, IC-2, TP-5, CP-2, CP-3, CP-6, CP-8, CP-9 and CP-12 which had loading values of 0.584, 0.570, 0.557, 0.574, 0.557, 0.594, 0.507, 0.588 and 0.597 respectively. Despite that all were within the acceptable limits.

Table 4. Composite reliability, Cronbach's alpha, Average variance extracted and R square

Variables	Average Variance Extracted	Composite Reliability	R square	Cronbach's Alpha
Idealized Influence	0.606	0.858	0.000	0.775
Intellectual Stimulation	0.615	0.827	0.000	0.688
Inspirational Motivation	0.605	0.859	0.000	0.781
Individualized Consideration	0.520	0.809	0.000	0.707
Task Performance	0.471	0.841	0.405	0.772
Contextual Performance	0.396	0.866	0.278	0.830

Table 4. Showed composite reliability, Cronbach's alpha, average variance extracted and R square values of the dimensions of transformational leadership and job performance. R square was used to describe the change caused by independent variable in the dependent variable (Hair et al., 2006). While average variance extracted deemed good when it should be greater than 0.50 (Chin, 2010). The threshold value for Composite reliability is equal or above 0.70 and same is suggested by literature for measuring the Cronbach's Alpha values (Nunnally, 1978).

Table 5. Convergent and discriminant validity (Latent variables)

CONSTRUCTS	CP	IC	II	IM	IS	TP
Contextual Performance (CP)	0.629					
Individualized Consideration (IC)	0.294	0.721				
Idealized Influence (II)	0.433	0.358	0.779			
Inspirational Motivation (IM)	0.387	0.283	0.546	0.778		
Intellectual Stimulation (IS)	0.485	0.455	0.608	0.562	0.784	
Task Performance (TP)	0.613	0.272	0.570	0.522	0.512	0.686

Table 5. Showed that all the variables had highest convergence of measures on their own proposed construct than on the unintended constructs, which showed that the constructs were correctly operationalized and relatively distinct (Chin et al., 2002).

Table 6. Showing the results of hypotheses testing

Exogenous variables	Hypothesis	Endogenous variables	Path Coefficients	P-Value	Inference
Idealized Influence	H1	TP	0.331	0.000	Accepted
	H2	CP	0.174	0.105	Rejected
Intellectual Stimulation	H3	TP	0.170	0.037	Accepted
	H4	CP	0.285	0.004	Accepted
Inspirational Motivation	H5	TP	0.243	0.009	Accepted
	H6	CP	0.112	0.198	Rejected
Individualized Consideration	H7	TP	0.007	0.932	Rejected
	H8	CP	0.071	0.454	Rejected

Table 6. Showed the results of hypotheses testing with reference of Path Coefficients and P Values. Standard range of Path Coefficients values is (+1 to -1).Whereas +1 showing the strong positive relationship and -1 showing weak and insignificant relationship between two variables (Tenenhaus et al., 2005; Hair et al., 2014).Path Coefficients having high value show deep effects on projected variables. Test of significance determined by P-Values $p < .05$, $p < .01$ and $p < .001$. P-Values were applied to analyse the significance of Path Coefficients predictions (Henseler et al., 2009; Hair et al., 2014). Thus the results of hypotheses testing showed significant and positive relationship of hypotheses 1, 3, 4 and 5 whereas hypotheses 2, 6, 7 and 8 showed insignificant and negative relationship of variables.

Table 7. Showing the effects of hypotheses testing

Exogenous Variables	Hypothesis	Endogenous Variables	F square	Inference
Idealized Influence	H1	TP	0.104	Moderate
	H2	CP	0.024	Weak
Intellectual Stimulation	H3	TP	0.025	Weak
	H4	CP	0.057	Moderate
Inspirational	H5	TP	0.062	Moderate

Motivation	H6	CP	0.011	Weak
Individualized Consideration	H7	TP	0.000	Weak
	H8	CP	0.005	Weak

Table 7. Showed f square results of hypotheses which is considered as the conventional f-test. This test provided increase in R square values relative to the extent of variance of exogenous variables that remained unexplained (Hair et al., 2014). F square does not consider sample size but it reveals the results of core population. F square discussed the significant level (0.35), moderate level (0.15) and weak level (0.02) of values of exogenous variables.

Conclusions and limitations

Transformational leadership brings change in individuals and social system as well. Creating and implementing positive change inside the organization certainly places positive impact on outside too (Burns, 1978). Transformational leadership style of management inspires employees to bring the best among themselves. Employees work under control of transformational leaders with dedication, commitment and motivation. Employees improve job performance which is consequently observed in the form of organizational performance. This study revealed the relationship of transformational leadership on job performance. Determining and checking the relationships of exogenous variables with endogenous variables, four objectives were set with eight hypotheses along with research questions. Objectives were achieved showing positive and negative relationship between variables. Four hypotheses 1, 3, 4 and 5 tested the positive relationship between variables whereas hypotheses 2, 6, 7 and 8 tested negative relationship between variables. Since the scope of the study was very narrow incorporating the responses of FLMs only of private banks of Hyderabad region, Sindh, Pakistan. Limited numbers of banks, branches and FLMs were incorporated to reveal the findings of the study.

Theoretical implications

This study investigated the influence of transformational leadership on job performance of private banks located in Hyderabad region, Sindh, Pakistan. This study contributed existing literature on the dimensions of transformational leadership and job performance of private banks of the Province in general and Hyderabad region in particular. Further empirical findings of the current study may assist in improving job performance of FLMs in private banks located in Hyderabad region. Policy makers of private banks located in Hyderabad region may devise policies related to transformational leadership and job performance.

Future research directions

This study focused on the influence of transformational leadership on job performance in private banks of Hyderabad region, Sindh, Pakistan. This study may assist policy makers to further explore and understand the relationship of transformational leadership on job performance in private banks of Sindh province. A comparative study of developing country like Pakistan may assist in further exploring the influence of transformational leadership on job performance.

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Abbreviations:

FLMs= Front Line Managers

I= Idealized Influence

IS= Intellectual Stimulation

IM= Inspirational Motivation

IC= Individualized Consideration

TP= Task Performance

CP= Contextual Performance

RQ= Research Question