TRANSFORMATIONAL LEADERSHIP AND ORGANISATIONAL PERFORMANCE IN CRAWFORD UNIVERSITY OGUN STATE NIGERIA

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Abstract

The study examines the effect of transformational leadership on organizational performance in selected private university in Ogun State, Nigeria. The main objective is to investigate transformational leadership style and enhancement of operational administrative efficiency in private universities in the state. The research design is the descriptive survey research design and data were gathered through a self-structured questionnaire. The entire population of 200 employees of Crawford University was adopted as sample for the study. Questionnaire was the main instrument for data collection, measured on a 5-point Likert Scale. 123 copies of the questionnaire were returned representing a response rate of 61.5%. Data collected were analyzed using the descriptive statistical techniques of Percentiles and Pearson Correlation with the aid of Statistical Package for Social Sciences (SPSS) software for editing and encoding. The result indicates that there is a moderate positive relationship between leader-charisma and subordinate trust ($r = 0.426$, $p<0.05$), that there is a moderate positive relationship between leader-inspiration and corporate innovation ($r = 0.432$, $p<0.05$) and that there is a weak positive relationship between leader intellectual stimulation and absorptive capacity ($r = 0.358$, $p<0.05$). The study recommends that leaders and management must always strive to be creative and display quality charisma to enhance subordinate trust, corporate innovation and absorptive capacity within the university system.

Keywords: *Transformational Leadership, Organisational Performance, Charisma, Absorptive Capacity.*

INTRODUCTION

Transformational leadership is a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance.

According to Burns (1978), transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation". Burns related to the difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behaviors. Unlike in the transactional approach, it is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision

and challenging goals. Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and/or community. Burns theorized that transforming and transactional leadership were mutually exclusive styles. Transactional leaders usually do not strive for cultural change in the organization but they work in the existing culture while transformational leaders can try to change organizational culture.

Today's information and knowledge society requires new leaders who can confront a reality based on knowledge and foster innovation to achieve improvements in organizational performance. However, organizations sometimes fail to achieve sustainable competitive advantage due to their limited understanding of the relationships between these strategic variables. To date, very little research has analysed the direct and indirect relationships between these variables.

Transformational leadership influences the fundamental attitudes and assumptions of an organization's members, creating a common mentality to attain the firm's goals. This leadership style usually generates higher performance than transactional leadership (Bass and Avolio,2000). Although evidence shows that the transformational leader exercises a substantial influence on performance, understanding of the processes through which he or she exerts this influence is still limited and largely speculative (Yulk, 1999).

The importance of leadership to the change management process is underscored by the fact that change, by definition, requires creating a new system and then institutionalizing the new approaches. While change management depends on leadership to be enacted, to date there has been little integration of these two bodies of literature.

The leader plays a crucial role in achieving the managerial success of any institution. Not only is he/she entrusted with accomplishing the objectives of the institution, but also responsible for keeping abreast of international changes with a view to developing the business of the institution and the performance of the staff (Al-Quahtani, 2008; l-Sayeh, 2013). Duc to this influential role of the leader, his/her qualifications, experience and personality traits should be considered carefully due to their significance for managing the institution according to scientific bases, thus accomplishing the intended objectives (Eisa, 2009).Transformational leadership is defined as a process inspiring change and empowering followers to achieve greater heights, to improve themselves and to improve organization processes. It is an enabling process causing followers to accept responsibility and the processes to which they are assigned (Pankowski, 1997).

For high employee performance (maximum), we need a leader who is able to manage his/her human resources. A leader has a way to influence others or subordinates in such a way that the person is willing to do the will of the leadership to achieve company goals. In the organization, the most important element in addition to the style of leadership is the motivation of subordinates.

Statement of the Problem

Transformational leaders have charisma, inspiration, intellectual stimulation and creative capacity to accomplish tasks through their subordinates. This category of leaders encourages active participation, good communication networks and a spirit of trust, enabling transmission a sharing of knowledge. Nevertheless,. a cursory look at the administrative system and operations in some tertiary institutions in Nigeria shows that most administrative units and sub-units are managed directly by leaders or supervisors of average administrative capacities and capabilities who lay false claims to visionary and purposeful leadership. This obviously affects accomplishment of organizational goal and objectives.

This is the motivation for the study with the main objective of examining the effect of transformational leadership on the organizational performance in Crawford University with a view to developing and designing strategies that will enhance creative and purposeful leadership and supervisory styles that guarantee operational effectiveness and efficiency within the administrative system.

Objective of the study

The main objective of the study is to examine the effect of transformational leadership on organisational performance. However, the specific objectives are to:

i. Examine the relationship between leader-charisma and subordinate trust.
ii. Investigate the relationship between leader-inspiration and corporate innovation.
iii. Analyse the relationship between leader-intellectual stimulation and absorptive capacity.

Research Hypotheses

I. Leader-charisma does not significantly influence subordinate trust.
ii. Leader-inspiration has no significant effect on corporate innovation.
iii. There is no significant relationship between leader-intellectual stimulation and absorptive capacity.

Literature Review

Transformational Leadership has been identified as one of the main factors affecting productivity in every work organization (Emeka & Okafor, 2013). Therefore, to enhance employee work performance and organizational effectiveness, the issue of subordinate trust, leader innovative and absorptive capacity must be taken very seriously. Transformational leadership strategies have been shown to influence virtually everything in the work place, from decision making, to recruitment and selection, promotion, compensation and benefits, training and development, and termination.

Al-Jeditawi (2014) clarified the impact of Transformational Leadership of the presidents of Jordanian Universities in the satisfaction of the deans and department Chairmen at Jordanian Universities; the study found that the practice of transformational leadership was medium.

On the other extreme, Al-Fattih (2013), investigated the relationship of transformational leadership with organizational learning in the Saudi security services, concluded that the leadership behavior is positively existed, whereas, a positive relationship between transformational leadership and organizational learning was found.

In terms of the relationship with change management, several previous studies covered this subject such as, Al-Belbesi study (2012) who identified the leadership styles and their relationship to change management in Jordanian limited public shareholding companies, the study highlighted that administrative leadership plays an essential role in achieving the objectives of the companies; moreover, the goals of change are affected by different leadership styles.

Nevertheless, the most important recent studies on the impact of leadership on organizational performance are noted in literature (Boehnke et al, 2003; Obiruwu et al., 2011; Lee & Chuang, 2009). Lee and Chuang (2009) analyzed 525 Chinese firms to study the role of leadership on organizational performance. Consequently, their study identified two types of leadership behaviours- relational behaviour, and task behaviour. Further in their study, organizational performance is measured as profitability, sales growth, market share, and competitive advantages. They found that leader's task related behavior is directly related to organizational performance (Obiruwu, 2011).

There is no single measure of performance that can fully explicate all aspects of the term (Lee and Chuang, 2009). Organizational

performance refers to an organization's ability to attain its goals by using resources in an efficient and effective manner (Onikoyi and Awolusi, 2014; Das, 2002). However, the definition of organizational performance, as stated by Lee and Chuang (2009), was adopted in this study. In their study, organizational performance was measured in terms of profitability, sales growth, market share, and competitive advantages.

The findings of prior studies about the role of leadership in increasing organizational performance are mixed. Some studies (Lee & Chuang, 2009; Das, 2002) suggest that the role of leadership is critically important for an organization to achieve a high level of performance. However, some other studies (Akpala, 1998; Densten, 1999) suggest that role of leadership is not so important in achieving the organizational performance. Rowe (2001) carried out a survey of selected small scale enterprises in Nigeria as regard the effects of leadership styles on organizational performance and found out that while transactional leadership style had a significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance (Lee & Chuang, 2009; Obiruwu et al, 2011). Akpala (1998) also identifies attitude to work, leadership style and motivation as some of the factors that exert negative effect on organizational performance in Nigeria at large.

Many studies have investigated the subject of Transformational Leadership; Abu-Ruman (2016) studied the impact of transformational leadership in preparedness to crisis management within the Arab Potash Company and the Jordan Phosphate Mines Company. The results of this study have shown that the level of exercising the dimensions of transformational leadership fall within the average, and the researcher recommended encouraging top management at the Arab Potash and the Jordan Phosphate companies to adopt the transformational leadership pattern with its dimensions.

Para-González et al. (2018) investigated the possible mediating mechanisms (HRM, learning and innovation) that could exist in the relationship between transformational leadership and organizational performance. This topic has been studied only by a few groups of researchers and these researchers have not analyzed all these concepts jointly. This research explores these relationships using Partial Least Squares with data from 200 Spanish industrial companies. Analyzing the mentioned relationships in the Spanish context has been done by few researchers before. This study reveals that the adoption of transformational leadership styles improves performance when specific systems of HRM practices, learning and innovation are developed in an organization. This study, therefore, contributes to the understanding of the link between transformational leaders and performance by proposing a model in which it is evinced that this leadership style produces synergies between HRM, learning and innovation, which in the end, affect performance.

Boamah, (2017) investigated the effects of nurse managers' transformational leadership behaviours on job satisfaction and patient safety outcomes. A random sample of acute care nurses in Ontario (N = 378) completed the cross-sectional survey. Hypothesized model was tested using structural equation modeling. The model fit the data acceptably. Transformational leadership had a strong positive influence on workplace empowerment, which in turn increased nurses' job satisfaction and decreased the frequency of adverse patient outcomes. Subsequently, job satisfaction was related to lower adverse events. The findings provide support for managers' use of transformational leadership behaviors as a useful strategy in creating workplace condition that promote better safety outcomes for patients and nurses.

Methodology

The research study scope is to investigate the transformational leadership and organizational

performance in Crawford University Igbesa, Ogun State. The study only focused on individual consideration, intellectual stimulation and inspirational motivation of Heads of Department, Students Leader, Coordinators and Principal Officers of the Institution.

The descriptive survey research design was adopted for the study. The entire members of the employees were adopted as the study sample. 217 individuals who are members of the management, the academia and unit heads that are non-academic members of staff of Crawford University, Igbesa, Ogun State (Registry, Crawford University, 2018).

The main instrument for data collection is a structured questionnaire with two parts A and B. Part A contains the demographic data while Part B contains the items for the measurement of the two active variables: Transformational Leadership (Independent Variable) and Organisational Performance (Dependable Variable). The questionnaire items are measured on a 5-Point Likert Scale as follows: Strongly Disagree (SD) = 1; Disagree (D) = 2; Indecisive (I) = 3; Agree(A) = 4; Strongly Agree (SA) = 5.

The data collected were analyzed using descriptive and inferential statistical techniques of Percentiles and Correlation Statistical method to determine the extent of relationship between Transformational Leadership and Organizational Performance in Crawford University.

Results and Analysis

Hypothesis I

H_0: Leader-charisma does not significantly influence subordinate trust.

The table below shows the model summary table which indicates that there is a weak positive relationship between leader-charisma and subordinate trust with correlation coefficient of R = 0.426. The coefficient of determination R-square is 0.182 which indicates that 18.2% variation in subordinate trust can be attributed to leader-charisma. Also, the adjusted R-square is 0.174 with standard error of estimate of 2.768.

Table 4.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.426[a]	.182	.174	2.768

Source: Field Survey, 2019

Moreover, in order to test the significance of the test hypothesis, the ANOVA table was developed as seeing in table 4.2. The mean square for the regression is 192.241 and the mean square for the residual is 7.66 with F-value of 25.098 and the p-value is 0.000. Since the p=value is less than the significance value of 0.05, we then conclude that the model is significant and we conclude that the model to be developed is adequate in relating leader-charisma with subordinate trust.

Table 4.2: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	192.241	1	192.241	25.098	.000[b]
	Residual	865.550	113	7.660		
	Total	1057.791	114			

Source: Field Survey, 2019

Table 4.3: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.970	1.661		6.603	.000
	LC	.669	.133	.426	5.010	.000

Source: Field Survey, 2019

Table 4.3 above shows the contribution of leader-charisma to subordinate trust. The results indicate that the regression coefficient is 0.669 with standard error of 0.133 and t-value of 5.010 and the p-value is 0.000. This is an indication that a unit increase in leader-charisma will cause about 66.9% increase in subordinate trust and this factor (leader-charisma) is significant because the p-value is less than the significance value of 0.05.

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As a result of this, the alternative hypothesis is accepted, and we conclude that leader-charisma influences subordinate trust.

The model for this hypothesis is:
ST = 10.97 + 0.669LC ...1

Where,
ST stands for subordinate trust
LC stands for leader-charisma

Hypothesis II

H_0: Leader-inspiration has no significant effect on corporate innovation.

Table 4.4 below shows the model summary table which indicates that there is a weak positive relationship between leader-inspiration and corporate innovation with correlation coefficient of r = 0.432. The coefficient of determination R-square is 18.6% which indicates that 18.6% variation in corporate innovation can be attributed to leader-inspiration. Also the adjusted R-square is 0.180 with standard error of estimate of 0.768.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432[a]	.186	.180	.768

Source: Field Survey, 2019

In addition, the ANOVA table, the mean square for the regression is 15.962 and the mean square for the residual is 0.590 with F-value of 27.050 and the p-value is 0.000. Since the p=value is less than the significance value of 0.05, we then conclude that the model is significant and we conclude that the model to be developed is adequate in relating leader-inspiration with corporate innovation.

Table 4.5: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.962	1	15.962	27.050	.000[b]
	Residual	69.630	118	.590		
	Total	85.592	119			

Source: Field Survey, 2019

Table 4.6 below shows the contribution of leader-inspiration to corporate innovation. The results indicate that the regression coefficient is 0.143 with standard error of 0.028 and t-value of 5.201 and the p-value is 0.000. This is an indication that a unit increase in leader-inspiration will cause about 14.3% increase in corporate innovation and this factor (leader-inspiration) is significant because the p-value is less than the significance value of 0.05.

As a result of this, the alternative hypothesis is accepted, and we conclude that leader-inspiration has significant effect on corporate innovation.

The model for this hypothesis is:
CI = 1.654 + 0.143LI.....2

Where,
CI stands for corporate innovation
LI stands for leader-inspiration

Table 4.6: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.654	.477		3.467	.001
	LI	.143	.028	.432	5.201	.000

Source: Field Survey, 2019

Hypothesis III

H_0: There is no significant relationship between leader-intellectual stimulation and absorptive capacity.

Table 4.7 below shows the model summary table which indicates that there is a weak positive relationship between leader intellectual stimulation and absorptive capacity with correlation coefficient of r = 0.358. The coefficient of determination R-square is 12.8% which indicates that 12.8% variation in absorptive capacity can be attributed to leader intellectual stimulation. Also the adjusted R-square is 0.120 with standard error of estimate of 1.699.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358[a]	.128	.120	1.699

Source: Field Survey, 2019

From the ANOVA table 4.8, the mean square for the regression is 49.922 and the mean square for the residual is 2.885. The F-value is 17.303 and the p-value is 0.000. Since the p=value is less than the significance value of 0.05, we then conclude that the model is significant and we conclude that the model to be developed is adequate in relating leader-intellectual stimulation and absorptive capacity.

Table 4.8: ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.922	1	49.922	17.303	.000[b]
	Residual	340.444	118	2.885		
	Total	390.367	119			

Source: Field Survey, 2019

Table 4.9 below shows the contribution of leader-intellectual stimulation to absorptive capacity. The results indicate that the regression coefficient is 0.453 with standard error of 0.109 and t-value of 4.16 and the p-value is 0.000. This is an indication that a unit increase in leader-intellectual stimulation will cause about 45.3% increase in absorptive capacity and this factor, (leader intellectual stimulation) is significant because the p-value is less than the significance value of 0.05.

As a result of this, the alternative hypothesis is accepted, and we conclude that there is significant relationship between leader-intellectual stimulation and absorptive capacity.

The model for this hypothesis is:
$AC = 1.654 + 0.143LIS$ 3

Where,
AC stands for absorptive capacity
LIS stands for leader-intellectual stimulation

Table 4.9: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.247	.943		8.744	.000
	LIS	.453	.109	.358	4.160	.000

In testing the first hypothesis, the study reveals that there is a moderate positive relationship between leader-charisma and subordinate trust ($r = 0.426, p < 0.05$), the second hypothesis also reveals that leader-inspiration has moderate significant effect on corporate innovation ($r = 0.432$, $p < 0.05$) while the third hypothesis shows that there is moderate significant relationship between leader-intellectual stimulation and absorptive capacity ($r = 0.358$, $p < 0.05$). Therefore, the general conclusion is that transformational leadership has significant relationship with organisational performance in Crawford University.

Conclusion

The findings from this research have empirically proved that there is significant relationship between transformational leadership and organisational performance.

Leadership plays a key role in helping organizations not only to reach their potentials but also meeting their goals. Transformational Leadership behaviour has been identified to play a key role in enhancing subordinate trust, corporate innovation and absorptive capacity (Ali et al, 2013). Therefore, leaders with the right behaviour, without bias, discrimination and prejudices are needed in organizations in order to achieve corporate objectives through the people they lead.

Transformational Leadership has been identified as one of the main factors affecting productivity in every work organization (Emeka & Okafor, 2013). Therefore, to enhance employee work performance and organizational effectiveness, the issue of subordinate trust, leader innovative and absorptive capacity must be taken very seriously. Transformational leadership strategies have been shown to influence

virtually everything in the work place, from decision making, to recruitment and selection, promotion, compensation and benefits, training and development, and termination. Transformational leadership affects the quality of supervision by the leaders in work organizations resulting in positive consequences on the employee performance. It is therefore imperative that managers and leaders take without levity the issues of transformational leadership as it affects the subordinate trust, innovation and absorptive capacity in order to improve the level of organisational effectiveness and efficiency in the Nigerian tertiary institutions.

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