

Avolio, Bass, and Jung (1999) and Antonakis (2001) identified the distinct components of transformational leadership.

The four components of what Avolio et al (1991) referred to as a higher order construct of transformational leadership are the following: Inspirational motivation, Intellectual stimulation, Individualized consideration and Idealized influence (or charismatic influence).

"Inspirational Motivation", where leaders enthuse followers, builds confidence and empowers them to face difficult challenges;

"Intellectual Stimulation", which encourages challenging of norms and assumptions as well as divergent thinking and development of innovative strategies;

"Individual Consideration", which identifies and caters for the developmental needs of followers through coaching, mentoring and growth opportunities and

"Idealized Influence", which encompasses the ethical and moral standing of leaders and engenders both trust and loyalty between leaders and followers

Likewise, Schriesheim (2006) argue that transformational leadership is associated with higher levels of subordinate motivation, effort, satisfaction and performance.

The study reported a strong and positive relationship between transformational leadership and long term performance, attributed to the leaders' ability to creating inspired, committed and cohesive culture in their banks. Carless, Mann, and Wearing (1995) reported that follower ratings of transformational leadership predicted the financial performance of Australian banks, and that leadership style was mediated in terms of its relationship to performance through the level of group cohesion associated with each bank unit.

2.3 Employee's job performance

Employee performance is defined as a rating system used in most corporations to determine the abilities and output of an employee. Every organization has set clear vision and mission which leads employees to attain organizational goals. Managers develop job descriptions and job specifications to ensure that each employee is accountable for their responsibilities.

Employees' job performance refers to human behaviours that are relevant to organizational goals and that are under control of individual employee (Campbell, et al, 1999). The researcher adopts the job performance definition by Motowidlo (2003), which take into account both contextual and task performance. However, the study worked on the contextual part as it is mainly concerned with human beings, whereas, the task performance involves both human and machine.

According to Asa'd (1991) and Chaplin (2005), employee performance is defined as an individual outcomes based on the size and behavioural standards for the related job, and which led to an outcome, especially behaviour that can change the environment in certain ways. On the other hand, Bayley (1990) said that Employee performance is a record of the results produced in a specific job function or activity during a specific time period associated with organizational objectives. It is the result produced by a specific functional unit or individual activity over a given period and not the personal characteristics of employees who performing the work.

2.4 Transformational leadership style and employees job performance

The leadership style within an organisation has a bearing on encouraging or inhibiting employee's performance (Armstrong & Murlis 2004; Cronje et al 2001). If management does not carefully analyze the needs of the organisation and its employees, it may be difficult for the organisation to understand the reasons why employees behave in a particular way.

Transformational leadership is generally associated with desired organizational out comes such as the willingness of followers to expend extra effort (Bass, 1985).

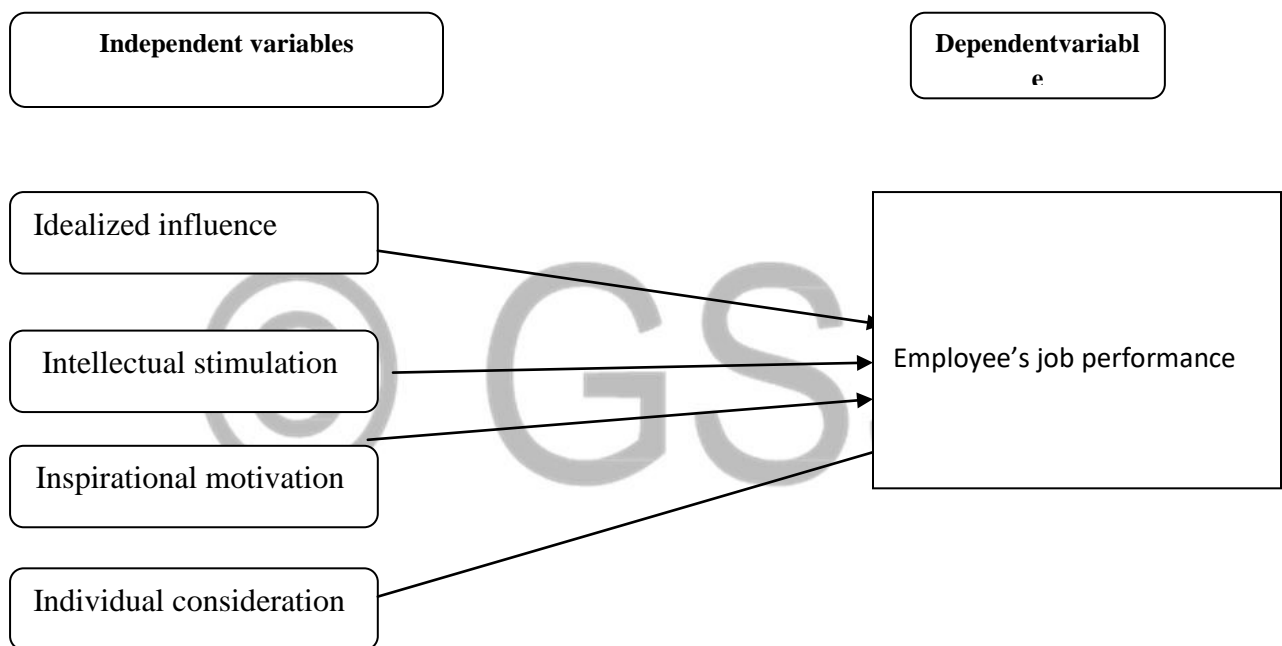
According to Walumbwa and Lawler (2003), there is considerable research available suggesting that the transformational leadership style is positively associated with organizational commitment and job performance in a variety of organizational settings and cultures. Nyengane (2007) indicated that transformational leaders are able to influence employees' performance and commitment by promoting higher levels of intrinsic value associated with creating a higher level of personal commitment on the part of the leader and followers to a common vision, mission, and organizational goals.

Research conducted by Pierro, Raven, Amato, and Bélanger (2013) used a subset of the MLQ (Bass & Avolio, 1995) and a six-item affective organizational commitment subscale to measure transformational leadership and affective commitment. The researchers concluded that transformational leadership was positively and significantly related to affective organizational commitment and suggested that the findings highlight the importance of transformational leadership to increased organizational commitment and their job performance (Pierro et al., 2013).

2.5 Conceptual framework of the study

The conceptual relationship between transformational leadership and employees job performance is directly linkage as the cause and effect relationship us we look in the diagram below, Here, transformational leadership is working as independent variable while Employees job performance are working as dependent variable.

Figure 2.1. Conceptual Framework of the role of Transformational leadership on Employees Job performance



(Developed by researcher, 2018)

3. Significance of the study

Because, in the competitive environment employees are the most valued assets for all organization in general for education institution in particular to become competitive and success full. Thus from practical perspective this study result is important to create awareness and direct the intentions of leaders about the roles of leadership approaches on employees job performance. And also, it provides a lot to those policy makers at regional as well as national levels and to different higher education's in particular to reform

new guidelines, rules, regulations, and laws to solve such problems that affect employee job performance in the private as well as public institutions.

4. Statements of the problem

Employee performance is essential for any organization, because an organization's successfulness is dependent on creativity, innovation, satisfaction and commitment shown by its employees (Ramlall, 2008). Even though different studies show's there is a positive influence of transformational leadership on employees performance in certain organization but in our country Ethiopia case, effective leadership style, has been a major concern to the government to achieve the goal of growth and transformation plan in all aspects as lack of effectiveness, in the areas of leadership is a common problem in most public service organizations' of Ethiopia (Getachew and Richard 2006).

Afshari and Gibson (2016) found that leadership style is positively related to organizational commitment but suggested that more research is needed to fully understand the impact about employee's performance. Wang, Ma, and Zhang (2014) concluded that leadership style, directly and indirectly, impacts employee performance and commitment but suggested that an examination of their results be conducted using different subjects to generalize the findings in other work conditions and organization types. Sloan et al. (2017) suggested that the impact leaders and the leader-follower relationship have on employee performance, satisfaction and commitment may be influenced by leader differentiation.

This research therefore, is interested to investigate the effect of transformational leadership style on employee's performance in government contract employees with the particular references of university of Gondar administrative employees

5. Objective the study

5.1 General objective

The general objective of the study is to investigate the effect of transformational leadership styles on employees' Job performance with reference of University of Gondar Administrative staffs.

5.2 Specific objective

The study has the following specific objectives;

- To assess the extents of employees' Job performance in University of Gondar Administrative staffs
- To investigate the effect of Transformational leadership styles dimensions on employee's Job performance

6. Hypotheses of the study

The following hypotheses are developed and tested for the purpose of this study:

- **Hypothesis 1:** Idealized influence leadership style has a positive significant effect on employee's job performance.
- **Hypothesis 2:** Intellectual stimulation leadership style has a positive significant effect on employee's job performance
- **Hypothesis 3:** Inspirational motivation leadership style has a positive significant effect on employee's job performance.
- **Hypothesis 4:** Individual consideration leadership style has a positive significant effect on employee's job performance..

7. Methodology of the study

This sub section contains an explanation of the research methods used and a brief description of the factors considered in methodological choices. Specifically, this subsection presents description of sources of data and data collection techniques, the process of questionnaire development and adoption, the sampling design and the techniques of data analysis utilized.

7.1 Type of Research Design

The study is designed as the cross-sectional survey for the quantitative study which is used to gather the relevant and pertinent information with regard to the effect's transformational leadership style on employee's job performance with reference of University of Gondar. Thus, this study is classified as survey research. According to human resource departments of the university in 2018/19 there are a total of 5013 administrative staffs in different function. From 5013 employee's, sample size is determined by using a formula set by yemene (1967). Thus, the study sample size was 370. A combination of purposive stratified and simpler random sampling techniques is used to select respondents from the sample.

7.2 Sources and Types of Data

In this study both primary and secondary data was used as a source of information. Quantitative data were gathered through structured questionnaires as a primary source of information for the study. And primary data has been gathered from employees and their leaders/supervisors. A document analysis from relevant source was used as sources of secondary data.

7.3 Data Collection Instruments

The instrument to measure Transformation leadership style multifactor leadership questionnaire (MLQ) were used. The Multifactor Leadership Questionnaire (MLQ) has been improved and tested since 1985 with the result that many versions of the questionnaire have been developed. It is formulated from the Full Range Leadership Model consisting of transformational, transactional, and laissez-faire leadership behaviours with nine subscales. Bass & Avolio (1995) [as cited in Bass *et al.*, 2003], presented the MLQ Form 5X with nine subscales of leadership styles. The questionnaires were prepared in English language and to make it easily understandable by the respondents the researcher interpreted in to Amharic. The questionnaire contained closed ended questions with 5 Likert Scale from “Strongly Disagree” =1 to “Strongly Agree” =5 and it was administered by the researcher.

7.4 Data analysis method plan

The study was applied frequency distribution to present the profile of the respondents. For the purposes of determining whether a statistically significant relationship exists between transformation leadership style dimensions and employees job performance, the study was used the Pearson Correlation Coefficient, while to explore the effects transformational leadership style on employees’ job performance the study was used regression analysis.

8. Result and discussion

Under this section, data collected from the employees are presented and the analysis is made based on the information obtained from respondents. In this manner, questionnaires were distributed to a total of 153 respondents and 120 (77.9%) respondents’ questionnaire were returned back and found usable for the stud. As a result, the study tested hypothetically, and reviled the following results. The results of this study were analyzed by using the SPSS 20.0 software.

8.1 The level of employee’s performance

The descriptive statistics was used as a way to examine the frequency, percentile, mean and standard deviation of the respondent. It was needed to determine the extents of administrative staff performance in Gondar University.

With reference to Best (1977) on a five-point likert scale, responses ranging from 1 (very disagreed/ dissatisfied) through 3 (neutral) to 5 (very agreed/ satisfied), the mean score from 1-1.8 is lowest, from 1.81-2.61 is low, from 2.62-3.41 is average/moderate, from 3.42-4.21 is good/high, and from 4.22-5 is considered very good/ very high

Table 1 Descriptive values of employee’s performance

Statement		
	Mean	sd
employees job performance	3.322	0.8967
I strictly follow the policies and procedures of the organization (for example dressing code, moral and ethical standards, rules of conduct etc.)	3.443	1.233
I effectively use resources including time and materials	3.740	1.109
I try my best to avoid lateness and absence from my job	3.994	1.018
I receive regular job performance feedback.	3.217	1.241
I believe there is fairness in the way my performance is assessed.	3.071	1.243
I effectively work with other employees	3.771	1.001
My performance is limited by poor leadership of my supervisor.	2.960	1.176
Employee's job performance is affected by the current motivational practice (like salary, benefit, recognition, promotion, etc.) that the bank is trying to offer	3.263	1.239
The existing benefit packages like medical cost coverage, education and house allowance are helping to motivate employees for higher level of performance	3.001	1.256
The university work environment is good for employees in terms of enabling them to optimally utilize their knowledge, skill and ability.	2.926	1.234

Source: survey 2018

Thus, as depicted the table 1 below the levels of employee's performance are incline to average /moderate, which is $M= 3.322$ with $SD=0.8967$ and this result shows that, the above stated specific objective the level of employee job performance in University of Gondar was at average level.

8.2 Regression Analysis

The SPSS output of regression result is divided into three panels. The top sub table summarizes the model summary to the regression, the middle sub table discussed ANOVA, indicates the overall significance. Moreover, the third gives information about each regression coefficient. The results were illustrated in table below.

The result in table 2 in model summery below, shows that transformational leadership styles dimensions (individual consideration, idealized influence, intellectual stimulation and inspirational motivation) were joint predictors of employee's job performance with (adjusted $R^2= 0.509$; $p<0.05$). The predictor jointly

explained 50.9% of the variance of employee’s job performance while the remaining 49.1% could be due to the effects of other variables

Table 2 Model Summary of transformational leadership effects on employee’s job performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 ^a	.521	.509	4.58999

a. Predictors: (Constant), individual consideration, idealized influence, intellectual stimulation, inspirational motivation

b. Dependent Variable: employees job performance

ANOVA table 3 Transformational leadership effects on employee’s job performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2659.098	4	886.366	42.072	.000 ^a
	Residual	2443.894	345	21.068		
	Total	5102.992	349			

a. Predictors: (Constant), individual consideration, idealized influence, intellectual stimulation, inspirational motivation

b. Dependent Variable: employees job performance

Coefficients Table 4 transformational leadership dimension effect on Job performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.379	2.045		3.119	.002		
	idealized influence	.338	.052	.260	2.776	.000	.842	1.187
	inspirational motivation	.436	.067	.311	3.731	.000	.835	1.198
	intellectual stimulation	.343	.046	.281	3.356	.000	.962	1.040
	individual consideration	.324	.051	.280	6.310	.000	.913	1.095

a. Dependent Variable: employees job performance

Source: (Field wok, 2018)

- **Hypothesis 1:** Idealized influence leadership style has a positive significant effect on employee's job performance

As depicted on coefficient Table above, idealized influence leadership style has a significant statistical effect on employee's job performance with the standard beta value ($B = 0.260$ p .000). Idealized influence is the charismatic element of transformational leadership in which leaders become role models who are admired, respected, and emulated by followers consequently, followers demonstrate a high degree of trust in such leaders (Jung and Avolio, 2000).

There for from study result idealized influence leadership styles have a significant positive effect and increase employee's job performance by 26.0%. Hence the null hypothesis is accepted.

- **Hypothesis 2:** Intellectual stimulation leadership style has a positive significant effect on employee's job performance

As it is indicated in the above coefficient table intellectual stimulation leadership style has a significant statistical effect on employee's job performance with the standard beta value ($B = 0.281$ p .000). The intellectually stimulating leader encourages followers to try new approaches but emphasizes rationality and lead to commit for their work (Bass, 1990). There for from study result intellectual stimulation leadership styles have a significant positive effect and increase employee's job performance by 28.1%. Hence the null hypothesis is accepted

- **Hypothesis 3:** Inspirational motivation leadership style has a positive significant effect on employee's job performance.

As depicted on coefficient table above, inspirational leadership style has a significant statistical effect on employee's job performance with the standard beta value ($B = 0.311$ p .000). The transformational leader builds relationships with followers through interactive communication, which forms a cultural bond between the two participants and leads to a shifting of values by both parties toward common ground.

There for from study result inspirational leadership styles have a significant positive effect and increase employee's job performance by 31.1%. Hence the null hypothesis is accepted

- **Hypothesis 4:** Individual consideration leadership style has a positive significant effect on employee's job performance.

As it is indicated in the above coefficient table, individual consideration leadership style has a significant statistical effect on employee's job performance with the standard beta value ($B = 0.280$ p .000). The considerate leader recognizes and demonstrates acceptance of the followers' individual differences in terms of needs and desires. The leader develops followers by delegating tasks and then unobtrusively monitoring those tasks checking to see if additional support or direction is needed. The net effect of individualized consideration and other transformational leadership behaviors is empowerment of followers and lead to commitments (McFillen, 1996).

There for from study result individual consideration leadership styles have a significant positive effect and increase employee's job performance by 28.0%. Thus, the null hypothesis is accepted.

Generally, from the results of the above coefficient table all the transformational leadership style dimensions (idealized influence, intellectual stimulation, inspirational motivation and individual consideration,) have a significant effect on employee's job performance both collectively as well as individually. And when we compare the individual prediction, inspirational motivation has the highest beta value ($B= 0.311$) and idealized influence have the lower beta value ($B= 0.260$).

This study results are supported by different research studies according to Walumbwa & Lawler, (2007), by encouraging followers to seek new ways to approach problems and challenges and identifying with followers' needs, transformational leaders are able to motivate their followers to get more involved in their work, resulting in higher levels of organizational commitment. This view was supported by prior research that showed that job performance was higher for employees whose leaders encouraged participation in decision-making (Nyengane 2007).

9. Conclusions and Recommendations

It is clear that managers want their organizations to have sustainable performance and achievement. One of the ways to achieve this is to create favourable conditions to employees. Based on the findings of this study, in order to attain the job performance of employees at desirable level, the leadership approaches play significant role for the institutions. Since a transformational style has been found to have a significant and positive relationship with employee job performance, the organization should attempt to maintain these leadership styles within their organizations. This is because leaders can play a role in building commitment by assuring that the organization makes effort to address both the work content and the work context by engaging in management practices to increase psychological attachment of employees to the organization.

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