

Performance on Impact of Transformational Leadership Style on Job Performance of Employees in Telangana State Road Transport Corporation

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Abstract: Leadership style is one of the most imperative organizational characteristics that influence feelings, thoughts and actions of employees and leaders follows various styles while they are guiding employees in the organization. The various leadership styles have different types and levels of impact on employees in order to attain their well defined objectives. Hence, the leadership style is highly essential to encourage and motivate employees to perform better in their jobs. The findings show that idealized influence, inspiration motivation, intellectual stimulation and individualized consideration are dimensions of transformational leadership style in Telangana state road transport corporation Significant difference is prevailing among transformational leadership style and demographic profile of employees in Telangana state road transport corporation Inspiration motivation, idealized influence, individualized consideration and intellectual stimulation have significant and positive impact on job performance of employees in Telangana state road transport corporation. To improve performance of employees, Telangana state road transport corporation make their employees very happy to work with their superior. Superior must address old issues in innovative means and superior should provide new ideas to employees for carrying out their jobs.

Keywords: Employees, Job Performance, Transformational Leadership Style

I. INTRODUCTION

Leadership is a thought that impacts members in a group to make them to achieve the objectives or jobs of a group freely (Cole, 1997). Leadership is the process of encouraging and facilitating others to work keenly towards objectives by means of making over of potentiality of group in to reality (Okumbe, 1999). Job performance is a significant feature that it makes linkage between achievement and outcome of organization (Yahaya et al 2011) and the breakdown or triumph of organization is largely depending on job performance of employees. The vision and goals of organization are very important factors that impact job performance of employees and it is a positive way to motivate employees to achieve targets in their jobs (Saetang et al 2010).

Leadership style is one of the most imperative organizational characteristics that influence feelings, thoughts and actions of employees and leaders follows various styles while they are guiding employees in the organization (Dess and Picken, 2000). The various leadership styles have different types and levels of impact on employees in order to attain their well defined objectives (Jalal-Eddeen, 2015). Hence, the leadership style is highly essential to encourage and motivate employees to perform better in their jobs (Yammarino and Dubinsky, 1994). An efficient leadership style assists employees to transform their deficiency into efficiency and improves job performance of employees. Hence, it is essential to study impact of transformational leadership style on job performance of employees in Telangana state road transport corporation.

II. REVIEW OF LITERATURE

Fatima et al (2011) found that indicated that transformational leadership style was significantly and positively influencing innovation and job performance of employees. Paracha et al (2012) concluded that transformational style of leadership had positive and significant association to job performance of employees.

Shafie et al (2013) revealed that transformational leadership style was influencing job performance of employees positively and significantly. Deveshwar and Aneja (2014) showed that transformational leadership style was superior in comparison with transactional leadership style which increased job performance of employees significantly.

Widayanti and Putranto (2015) indicated that transformational leadership was positively and significantly relating to performance of employees in their jobs. Desderio et al (2016) found that transformational leadership style was significantly and positively associated with job performance of employees.

Jiang et al (2017) concluded that transformational leadership was positively and strongly impacting job performance of employees. Goren (2018) revealed that transformational leadership had no significant impact on performance of employees.

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III. OBJECTIVES OF THE STUDY

1. To study dimensions of transformational leadership style in Telangana state road transport corporation.
2. To scrutinize difference among demographic profile of employees and transformational leadership style in Telangana state road transport corporation.
3. To assess impact of transformational leadership style on job performance of employees in Telangana state road transport corporation.

IV. HYPOTHESES OF THE STUDY

1. There is no significant difference in transformational leadership style among demographic profile of employees in Telangana state road transport corporation.
2. There is no significant impact of transformational leadership style on job performance of employees in Telangana state road transport corporation.

V. METHODOLOGY

The present study is done in Telangana state. Employees of Telangana state road transport corporation are chosen by using simple random sampling method and questionnaire method is used to gather data from 300 employees of Telangana state road transport corporation. Percentages are calculated to understand demographic profile of employees

and mean and standard deviation are worked out for dimensions of transformational leadership style. t-test and F-test are done to scrutinize difference among demographic profile of employees and transformational leadership style. Multiple regression analysis is used to assess impact of transformational leadership style on job performance of employees in Telangana state road transport corporation.

VI. RESULTS AND DISCUSSION

Demographic Profile of Employees

The demographic profile of employees in Telangana state road transport corporation is given in Table-1. The findings clarify that 77.33 per cent of employees are males, while, 22.67 per cent of them are females and 47.33 per cent of them are falling under age category of 41– 50 years, while, 14.67 per cent of them are falling under age category of 21 – 30 years. The findings disclose that 42.67 per cent of them are post graduates, while, 18.33 per cent of them are diploma holders and 47.00 per cent them are assistant manager, while, 19.00 per cent of them are regional managers. The findings explain that 39.33 per cent of them are bearing 11 – 15 years of working experience, while, 24.67 per cent of them are bearing 1 – 5 years working experience and 43.66 per cent of them are earning monthly salary of Rs.1,00,001– Rs.1,50,000, while, 19.67 per cent of them are earning monthly salary of below Rs.50,000.

Table. 1 Demographic Profile of Employees

Demographic Profile	Number of Employees	Percentage
Gender		
Male	232	77.33
Female	68	22.67
Age Category		
21 – 30 Years	44	14.67
31 – 40 Years	114	38.00
41– 50 Years	142	47.33
Education		
Diploma	55	18.33
Under Graduation	117	39.00
Post Graduation	128	42.67
Designation		
Regional Manager	57	19.00
Senior Manager	102	34.00
Assistant Manager	141	47.00
Working Experience		
1 – 5 Years	74	24.67
6 – 10 Years	108	36.00
11 – 15 Years	118	39.33
Monthly Salary		
Below Rs.50,000	59	19.67
Rs.50,001 – Rs.1,00,000	110	36.67
Rs.1,00,001– Rs.1,50,000	131	43.66

Transformational Leadership Style

The view of employees on dimensions of transformational leadership style in Telangana state road transport corporation are given as below.

Idealized Influence

The view of employees on idealized influence is given in Table-2.

Table. 2 Idealized Influence

Idealized Influence	Mean	Standard Deviation
I think better being around my superior	3.98	0.97
I have full confidence on my superior	4.02	0.90
I am very happy to work with my superior	3.42	1.02

The employees are agreed with they think better being around their superior and they have full confidence on their superior, while, they are neutral with they are very happy to work with their superior.

Inspiration Motivation

The view of employees on inspiration motivation is given in Table-3.

Table. 3 Inspiration Motivation

Inspiration Motivation	Mean	Standard Deviation
My superior is positive towards future	4.14	0.85
My superior regularly inform about what has to be done	3.95	0.89
My superior constantly explains future vision and goals	3.86	0.96

The employees are agreed with their superior is positive towards future, their superior regularly inform about what has to be done and their superior constantly explains future vision and goals.

Intellectual Stimulation

The view of employees on intellectual stimulation is given in Table-4.

Table. 4 Intellectual Stimulation

Intellectual Stimulation	Mean	Standard Deviation
My superior addresses old issues in innovative means	3.36	1.16
My superior provides new ideas to carry our jobs	3.40	1.08
My superior deals problems in different angles	3.32	1.22

The employees are neutral with their superior addresses old issues in innovative means, their superior provides new ideas to carry their jobs and their superior deals problems in different angles.

Individualized Consideration

The view of employees on individualized consideration is given in Table-5.

Table. 5 Individualized Consideration

Individualized Consideration	Mean	Standard Deviation
My superior concentrates highly on development of subordinates	3.82	0.95
My superior gives due respect to subordinates	3.39	1.15
My superior provides personal attention to subordinates	3.76	1.03

The employees are agreed with their superior concentrates highly on development of subordinates and their superior provides personal attention to subordinates, while, they are neutral with their superior gives due respect to subordinates.

Demographic Profile of Employees and Transformational Leadership Style

To scrutinize difference among demographic profile of employees and transformational leadership style in Telangana state road transport corporation, t-test and ANOVA (Analysis of Variance) test are used and the results are given in Table-6.

Table. 6 Difference among Demographic Profile of Employees and Transformational Leadership Style

Particulars	t-Value / F-Value	Sig.
Gender and Transformational Leadership Style	4.415** (t-value)	.000
Age Category and Transformational Leadership Style	4.906** (F-Value)	.000
Education and Transformational Leadership Style	5.530** (F-Value)	.000
Designation and Transformational Leadership Style	5.682** (F-Value)	.000
Working Experience and Transformational Leadership Style	4.874** (F-Value)	.000
Monthly Salary and Transformational Leadership Style	5.128** (F-Value)	.000

**Significant at 1 % level

The t-value and F-values are elucidating significant difference exists in transformational leadership style in Telangana state road transport corporation among demographic profile of employees at one cent level.



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Impact of Transformational Leadership Style on Job Performance of Employees

To assess impact of transformational leadership style on job performance of employees in Telangana state road transport corporation, multiple regression analysis is carried out and the results are given in Table-7. R^2 and adjusted R^2

are 0.54 and 0.52 correspondingly which imply the regression model has good fit and 52 per cent of variation in dependent variable is shared by independent variables. The F-value of 17.864 is revealing the model is significant at one per cent level.

Table. 7 Impact of Transformational Leadership Style on Job Performance of Employees

Dimensions of Transformational Leadership Style	Regression Co-efficients	t-Value	Sig.
Intercept	1.012 ^{**}	11.184	.000
Idealized Influence (X_1)	.324 ^{**}	6.775	.000
Inspiration Motivation (X_2)	.356 ^{**}	7.290	.000
Intellectual Stimulation (X_3)	.265 ^{**}	5.668	.000
Individualized Consideration (X_4)	.290 ^{**}	6.152	.000
R^2	0.54	-	-
Adjusted R^2	0.52	-	-
F	17.864	-	.000

**Significant at 1 % level

The findings demonstrate that inspiration motivation, idealized influence, individualized consideration and intellectual stimulation have positive and significant impact on job performance of employees in Telangana state road transport corporation at one per cent level.

VII. CONCLUSION

The findings of this study explicate that idealized influence, inspiration motivation, intellectual stimulation and individualized consideration are dimensions of transformational leadership style in Telangana state road transport corporation. Significant difference is prevailing among transformational leadership style and demographic profile of employees in Telangana state road transport corporation. Inspiration motivation, idealized influence, individualized consideration and intellectual stimulation have significant and positive impact on job performance of employees in Telangana state road transport corporation. To improve performance of employees, Telangana state road transport corporation make their employees very happy to work with their superior. Superior must address old issues in innovative means and superior should provide new ideas to employees for carrying out their jobs. Additionally, superior must deal problems in different angles and superior should give due respect to subordinates. Thus, it is concluded that practice of transformational leadership style increases job performance of employees in Telangana state road transport corporation.

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