

A STUDY AIMS TO ASSESS THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF EMPLOYEES INSIDE IT COMPANIES

Prof. Ajay Tyagi

Dean, Faculty of Commerce, Dr. B. R. Ambedkar University , Agra. U.P

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ABSTRACT

Leaders set the tone for the company and have an impact on its culture, values, and norms. The performance of a group is directly related to its leaders' management approaches. The study's goal is to examine how various styles of IT leadership impact the performance of IT groups. In this study, we look at how a leader's capacity to energize and inspire their team members may have a dramatic effect on performance. The data for this study was compiled from surveys submitted by 354 IT professionals at firms in Pune. This research stands out from its predecessors because it examines a variety of transformational leadership styles rather than just one. This expansion of knowledge will benefit both academics and professionals. There are a number of factors that contribute to the degree of productivity among an organization's staff. These factors include employee motivation, work satisfaction, and a transformational leadership style. The purpose of this study was to examine the relationship between productivity in the IT industry and elements such as intrinsic motivation, work satisfaction, and transformational leadership.

KEYWORDS Team performance, Leadership, IT sector, Transformational, Leadership style

INTRODUCTION

Leadership has a significant role in determining an organization's fate. A leader is someone who inspires their followers to take action and reach their objectives via creative approaches to the challenges they face. A leadership style is an approach to establishing oneself as the head of a group or organization, achieving those goals, and motivating others to follow suit. Teams are essential to the success of every company, thus it's critical for that company to investigate what drives its teams to cooperate well. Therefore, no business has ever been successful via the efforts of just one individual or even a small team.

Leadership style of the team captain, whose multidimensional paradigm is performance, and whose emphasis is on attaining the essential results, is one of the most important factors in fulfilling the organization's most vital goals. Furthermore, it is widely acknowledged that the management style of a group's leader plays a crucial role in the efficiency of that leader's team. Leadership is the most researched aspect of an organization that may

have an effect on employee performance, and employee performance is crucial to a company's success or failure. In today's fast-paced and more competitive business environment, companies need to take a new approach to developing their products and services. There is a significant corpus of research that shows how uniqueness in the workplace is beneficial to innovation. Keeping ahead of the competition requires an environment that fosters creative thinking among personnel. Many organizations are on the hunt for fresh ways to stimulate their employees' creativity. Therefore, there is a lot of scholarly interest in what drives employees to be creative on the job.

LITERATURE REVIEW

Godson Kwame Amegayibor (2021) The purpose of this research was to examine the impact of different management styles on productivity in a small manufacturing business run by a family. Data was collected from 400 employees using a census sampling approach, an interview schedule, multiple linear regression, and SPSS 16.0 to analyze and interpret the results. According to the results, employees may be less productive when their bosses use authoritarian, charismatic, or paternalistic management styles. Error prevention was also shown to be affected by authoritarian, charismatic, and visionary leadership styles. Again, the findings demonstrate the impact of leadership style on group performance, and they reveal that authoritarian and democratic styles are equally relevant. The study's primary weakness is that it only analyzed the impact of nine distinct styles of leadership on output. Therefore, managers should consider adopting leadership styles with more precise predictions in each unique situation in order to inspire employees, reduce errors, and improve the quality of their products.

Alfilfilan Ayman Abdulrazaq et.al (2020) The study's goal is to establish if and how a transformational leadership style influences employee output. 362 completed questionnaires were sent out at random to residents of Saudi Arabia (king abduallah medical city) and serve as the primary data. Partial least squares in SPSS was used to evaluate the gathered data. The measurement model has been shown to fit the data well, and its overall validity has been evaluated statistically. Key findings from the research are: Trust is crucial for both transformative leadership and

workforce output.

Asst Prof Agron Hoxha (2019) The purpose of this research was to examine the effects of transformational and transactional leadership on workforce performance. A total of 333 managers and workers from various levels, departments, job functions, genders, and educational backgrounds were surveyed at a Malaysian telecoms company. Participants were scored on both the MLQ and the EP scale. Organizational results benefit from transformative leadership styles. As a result of this study, we can better understand the role that leadership styles, and transformational leadership in particular, play in improving productivity in Malaysian businesses.

Purit Pongpearchan (2016) This study examines the effects of a high-performance work structure and transformational leadership on employee engagement and productivity using data obtained from Thai university business schools. Transformative leadership is one component of a high-performance work organization, which, according to the literature, helps motivate workers. Consequently, in order to motivate a professor to do better in their position, it is essential to have a transformational leader and a high-performance work environment in place. There were 896 professors from Thailand's public institutions that teach business courses, and ordinary least squares regression was used to analyze the data. The researcher made sure the survey was valid and reliable and looked for signs of bias in the replies. Based on these results, it seems that a high-performance work structure and transformational leadership are both effective means of increasing workers' desire to do their best at work. However, a strong link exists between intrinsic motivation and productivity. Interestingly, transformational leadership and high-performance work systems have a beneficial influence on the job motivation of Professors at the business schools of Thai government institutions, and this effect is not mitigated by power distance. We then provide our theoretical and managerial contributions and suggestions for further research.

RESEARCH METHOD

Using a quantitative survey approach, the researchers were able to verify their hypotheses and achieve their aims for the study.

Research instrument

The transformative leadership style was evaluated using Bass's MLQ, Mind Garden. Using the MLQ "expanded version," we were able to extract twenty characteristics of transformative leaders. The 20-point scale includes four questions in five categories. The idealized influence, idealized influence, inspired drive, intellectual curiosity, and intellectual curiosity were 20 of the characteristics of transformational leaders.

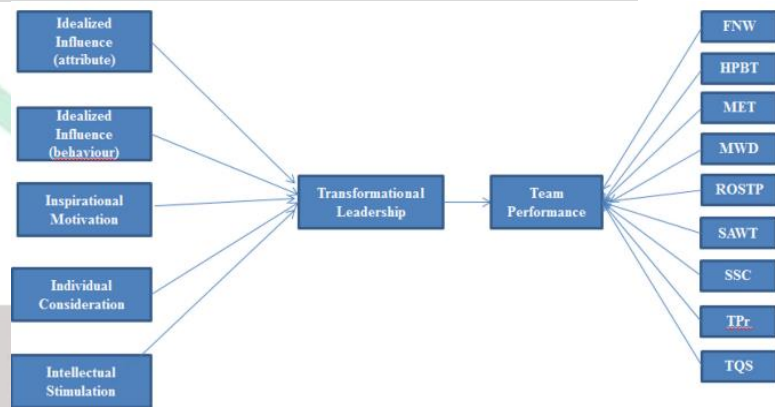


Figure 1. Proposed conceptual model

The addition of four stimulants to the brain and four other substances to provide extra care. Participants were asked to rate their level of agreement or disagreement with statements on transformational leadership on a five-point Likert scale.

Research participants and procedure

Participants were employed by IT firms in Pune. The information technology sector has been chosen as the study's focal point because of the admirable track record it has in terms of creativity and teamwork. Data was gathered in two ways: from team members and from team managers. Team leaders evaluated their teams based on their performance in these categories. According to Rousseau, team captains are in the greatest position to evaluate their squad's performance since they have front-row seats to every win and loss. Since team members are in the ideal position to observe and engage in their leader's leadership activities, they were asked to complete a questionnaire specifically intended to evaluate leaders utilizing the transformational style.

A total of 500 employees, including managers and subordinates, were surveyed using anonymous questionnaires. The data was obtained through in-person interviews and paper and internet questionnaires. The sample was selected using a non-random method that took into account the opinions of experts in the field. The selecting procedure has included the use of judgment sampling.

RESULTS

Using a correlation analysis, the authors of this research established a connection between the independent variables (Transformational Leadership Style) and the dependent variable (Team Performance). Linear regression was used to examine how a transformational leader's style affected the efficiency of their team. Analysis of the data included the use of both descriptive and inferential

statistics. This research was carried out to ascertain whether a connection could be drawn between the dependent variable and the explanatory variables. According to the results, transformational leadership is closely linked to better team output. Transformative leadership and team performance have a significant positive association ($r=0.778$, $p<0.01$). The different facets of transformational leadership and their impact on team performance were also examined.

Personalization, Intellectual Stimulation, Inspiration, and Idealistic Influence (A) and (B). The results of these correlations are shown in Table 1. Table 1 shows that a leader's capacity to inspire and encourage his or her team is positively correlated with that team's success. Inspiring a shared vision, encouraging innovation and growth, bolstering confidence, and recognizing the team's efforts are all examples of leadership behaviors that encourage team members to work together to achieve the organization's goal, as shown by the research. In a correlation study, transformational leadership style was used as the independent variable, and the results showed a positive and substantial link between the two variables (team performance).

Linear regression analysis

A Linear Regression Model was used to investigate the relationship between Transformational Leadership and Team Performance. The linear regression findings are shown in Tables 2 and 4. The values for R and R² are shown in Table 2. The simple correlation has a very high degree of connection ($R = 0.792$). The R² value represents how distinct the two variables are from one another. Sixty-four point two percent may be explained by this.

The results of an analysis of variance (ANOVA) table showing how well the regression equation fits the data are shown in the following table. The results of the analysis of variance are shown in Table 3. It's a result of trying to fit data to a model. Table 3 shows that the regression model provides a good forecast of the team's future performance. This demonstrates that the regression model is supported by substantial statistical evidence. If the sig value is less than 0.05, then the regression model has a good chance of correctly predicting the dependent variable. The results of the regression model's coefficients are shown in Table 4. Transformative leadership is linked to higher team output, as shown by the significant relationship between the two (Standardized B = 0.781, $p < 0.01$). This result shows that teams with transformational leaders perform much better (by 78.1% to be precise). Because of this, having a transformational leader on your team may significantly increase output.

Table 1. Correlations among transformational leadership subscales and team performance

		Idealized Influence (attributed)	Idealized influence (behavior)	Inspirational motivation	Intellectual stimulation	Individualized consideration	Transformational leadership
Team performance							
Pearson Correlation	1	1.000"	0.572"	0.529"	0.526"	0.592"	0.778"
Sig. (two-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
N	54	54	54	54	54	54	54
Idealized Influence (attributed)							
Pearson Correlation	1.000"	1	0.546"	0.532"	0.436"	0.552"	0.724"
Sig. (two-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
N	54	354	354	354	354	354	354
Idealized influence (behavior)							
Pearson Correlation	0.649"	0.522"	1	0.429"	0.486"	0.502"	0.712"
Sig. (two-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
N	54	354	354	354	354	354	354
Inspirational motivation							
Pearson Correlation	0.520"	0.530"	0.472"	1	0.453"	0.513"	0.719"
Sig. (two-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
N	54	354	354	354	354	354	354
Intellectual stimulation							
Pearson Correlation	0.539"	0.452"	0.477"	0.450"	1	0.465"	0.774"
Sig. (two-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
N	54	354	354	354	354	354	354
Individualized consideration							
Pearson Correlation	0.598"	0.542"	0.502"	0.521"	0.475"	1	0.753"
Sig. (two-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
N	54	354	354	354	354	354	354
Transformational leadership							
Pearson Correlation	0.778"	0.724"	0.712"	0.719"	0.774"	0.753"	1
Sig. (two-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
N	54	354	354	354	354	354	354

Leaders who are able to instill confidence and drive in their followers are essential to the success of any team. found that a transformational leader had these characteristics.

Table 2. Model summary

Model ^b	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.792 ^a	0.692	0.642	0.489

Notes: ^a Predictors: (Constant); Transformational Leadership; ^b Dependent Variable: Team Performance

Table 3. Model fit results

Model	Sum of Squares	ANOVA ^b			Sig.
		Df	Mean Square	F Sig	
Regression	15.696	3	5.932	17.314	0.000 ^a
Residual	32.994	351	0.094		
Total		354			

Notes: ^a Predictors: (Constant), Transformational Leadership; ^b Dependent Variable: Team Performance

Table 4. Regression coefficients

Model	Unstandardized Coefficients		Coefficients ^a			Collinearity Statistics	
	B	Std. Error	Standardized Coefficients	T	Sig.	Tolerance	VIF
1 (Constant)							
Transformational Leadership	1.125	0.110	0.781	7.705	0.000	0.636	1.412

Note: ^a Dependent Variable: Team Performance

helps groups and individuals improve their practices our findings revealed the same.

The following is the discussion in this research:

1. How a leader's transformational style affects employees' motivation, satisfaction, and productivity on the work. Psychologists refer to this kind of motivation as "intrinsic" or "task-related" since it comes from within and is not externally prompted by rewards or punishments. Pay, connections with colleagues, technical supervision, corporate regulations and administration, working conditions, status, personal life difficulties, and job security all fall under the category of extrinsic motivation, which has little to do with the actual work itself. Coworkers and managers must be communicated with, corporate policies and procedures must be learned and followed, high productivity must be maintained, and less-than-ideal working conditions must be tolerated.

There are many independent variables that contribute to an individual's level of job satisfaction. A research titled "Transformational leadership style: a boost or impediment to team performance in the IT industry" found a positive and statistically significant relationship between leadership style and team output. Transformative leaders have been found to be crucial in boosting team performance and, by extension, organizational production. The people that work for a firm are one of its most valuable assets.

2. The correlation between individual drive and job output. The average level of incentive to work is 48.6, making it a "Strong" trait. This suggests that the respondents have high levels of intrinsic motivation. There are a number of ways to boost a person's enthusiasm for working on a certain project. Therefore, it is customary to ascribe a person's behavior to the degree to which they are motivated. From what has been said thus far, it is apparent that workers are encouraged to perform at their highest levels when their expectations are satisfied. This is the case whether the incentive is monetary or social, such a better working environment or better salary.
3. The connection between job satisfaction and output. The average degree of happiness at work is 52.9, which is Very High. When employees are happy with their jobs, they tend to do a good job. The job requires interacting with coworkers and superiors, following rules and procedures, keeping up with performance, and putting up with less-than-ideal working conditions, among other things.
4. The influence of a transformative leader on employee output As a result, we believe that a transformational leadership style is most suited to hospitals in terms of motivating employees to pursue long-term goals. Leadership is the process of promoting the status quo within an organization and eliciting the desired changes in behavior and results via the use of communication to influence, lead, instruct, motivate, inspire, produce power, and give commands to other persons or groups. A company's success is proportionate to the caliber of its leadership, which in turn impacts employee output, job happiness, and dedication. One of the most important factors in determining a group's success is the quality of its leadership. A leader's quality can be gauged by looking at whether or not they are able to identify and address the organization's

opportunities and threats, adapt quickly to new situations, motivate their team to perform at their best, and foster an atmosphere that fosters innovation and creativity.

CONCLUSION

The goal of this paper is to provide the results of a study exploring whether or not IT teams benefit from a leader with a transformational style of management. A transformational leader has the potential to boost their team's performance in a number of ways. The study's findings corroborated this idea. Both previous research and the findings presented here indicate that transformational leadership improves team performance almost instantly. This research lends credence to the theory that teams headed by leaders that use a transformational approach are more likely to accomplish their objectives and deliver superior results. This research helps hospital administration improve leadership from management to employees by using a more personable approach and placing more emphasis on employee motivation. More guidance from the hospital's higher-ups might help the personnel perform better. All hospital employees should be encouraged to pursue professional growth opportunities via the provision of new functional responsibilities. The recruiting procedure is also discussed openly by management.

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