



Does Transformational Leadership Spur Organizational Performance? An Econometrical Human Resources Research

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Abstract

This study investigated the impact of transformational leadership on organizational performance of selected construction firms in Federal Capital Territory, Abuja-Nigeria. This study proxed transformational leadership with inspirational communication and supportive leadership. The sample size used for this study was 212 based on the 450 population identified in the five (5) constructions companies in Abuja metropolis. Primary data was gathered through the mean of questionnaires that were administered to the employees of these organizations. Linear Regression Model (LRM) was used to analyze the data through SPSS Software. This study found that transformational leadership has direct and significant impact on the organizational performance. The study recommended therefore that firms in the construction industry should effectively apply the transformational leadership in their management process for them to be able to achieve a greater performance.

JEL classification: M1, H11

Keywords: transformational leadership, supportive leadership, inspirational communication, organizational performance.

1. Introduction

With a total market value that capitalized over ten billion dollars in the five recent years, the construction industry has grown enough to become nowadays a first class reference industry when it comes to investment Studies have shown that in the years to come, the output of this industry that contributes directly to the economy of countries will grow with a percentage of 7.5% (Eliyana et al., 2019, Manzoor et al., 2019). Aside this information some issues that occur in recent times represent great challenges for this industry therefore we can acknowledge some of those issues known as; the inadequacy planning of the project, the lack of communication between contractors clients and organizations, the inadequate funding of the diverse projects by the contractors, the poor quality control from the construction firms, the negligence of the part of the contractors, the political instability that drives also sometimes on the security issues and again the problem of corruption, the lack of skilled workers and then the difficulties in the procurement of equipment (Wittmer & Linden, Zighan & Abualqumboz 2021). Therefore this study aims to investigate the impact the transformational leadership on the performance of selected construction firms in Abuja metropolis. By doing so, it intends to make important contributions to knowledge by gauging the impact of inspirational communication on the performance of construction firms in Abuja metropolis. As relate to its contribution to practice, this study seeks to assess the influence of supportive leadership on the performance of construction firms in Abuja metropolis and finally relating to policy it will tend to figure out the efficiency of personal recognition on the performance of construction firms in Abuja metropolis (Mahmood & Iqbal 2021). Therefore in the course of this study we will be addressing five (5) different companies that operate in the domain of construction in Nigeria. The aim is to reveal the capital importance of transformational leadership as it affects the performance of these particular construction firms within the Nigerian territory in Abuja Metropolis.

The paper is structured as follows. Section 2 presents the literature review. Section 3 describes the used methodology and data. Section 4 presents and analyses the obtained results, and Section 5 concludes the paper.

2. Literature Review

Figure 1. Conceptual Framework

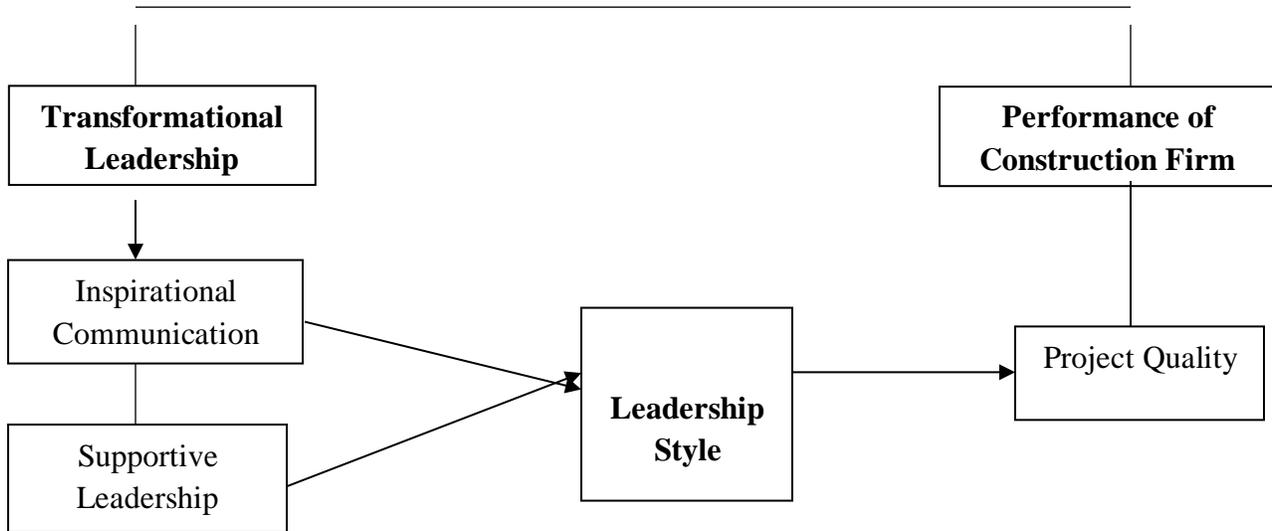


Figure 2.1: Study's

Conceptual Framework (Researcher, 2022)

The figure 1 revealed the relationship between the transformational leadership and performance of construction firms. The study examined the impact of transformational leadership on performance of the organization through the mean of inspirational communication and supportive leadership.

Transformational Leadership

Transformational leadership is defined as an approach by which leaders motivate followers in essence to identify with the organization goals and objectives in order to perform beyond expectations (Mattute et al., 2019). This reveals the very vital role that this leadership style plays into causing necessary change into the strategic management pathway of any organization that tend to adopt it because it focus is more oriented on the capacity that leaders have to develop their employees including their morale, innovation, motivation and performance abilities through

various means (Egan 2020). One key factor that characterized this leadership style is that it focuses on the charisma, the energy and the excitement that the leaders brings into any relationship he/she has with any member within an organization which means that he is involved in the growth and the self-actualization of others according to the various display of his potentials (Hika et al., 2019).

Inspirational Communication

Inspirational communication is defined as an expression of positive and encouraging messages about the organization and statements that contribute to motivation and confidence building (Minai et al., 2020). It plays nowadays a very essential role in the communication process of the right leadership implementation of any organization as it creates the conviction, the passion and then the energy that point towards a specific course of action (Kohntopp & McCan 2020). It is very crucial for every organization to function by the mean of inspirational communication because it helps creating a certain level of engagement in building. Inspirational communication makes leaders in an organizational setting to be also mindful about the interest of the employees by caring as concerning their mental and spiritual health as related to their performance level within the organization (Sean et al., 2019). They tend to always encourage the others by making them to believe in their capacities in order to be able to perform beyond the normal level of expectations. Inspirational communication also constitutes a great factor that contribute to the welfare of the organization by setting clear direction which will help them to run their vision goals and objectives more effectively (Guinan 2019) and it will finally impact the strategic direction of the company.

Supportive Leadership

Talking about leadership still, supportive leadership can be defined as a leadership style in which leaders bring all the support to their subordinates by the mean of resources and tools until they become skillful and have a certain level of autonomy to demonstrate their ability through diverse set of works (Chang & Shih 2019). This leadership style has many advantages for the organization as a whole because it impacts not only the employee productivity on a human level but also the financial performance of the organization as it will cost the organization to have an increase in their productivity but also to realize a higher level of sales as concerning their output (Micheal et al., 2020). Also on the employee level it helps to create a certain level of acceptance between the employee and the leaders as it gives more opportunity for proper tasks accomplishments (Guinan

et al., 2019). It will also help by setting clear directions which will help the employees to keep following the course of the overall strategy settled by the organizations as related to their goals and objectives (Fischer et al., 2020).

Performance

Performance is defined as an act of carrying out an action or accomplishing a task (Torlak & Kuzey 2019). It characterizes the achievement of any organization at the end of a particular period. Performance is a tool they help to determine the level of success of any organization because without performance an organization can't claim to achieve any results. It is the performance that helps to reveals the realizations of an organization (Rick et al., 2021). It is therefore measured by project quality. Project quality is defined as a process through which the quality of a project is managed and maintained by an organization in the essence of that project to be carried out successfully (Ponacha et al., 2019). It is also seen a vital tool that testifies and attests about the results given by the organization based on how the projects are executed. Some factors also contribute to the effectiveness of project quality to be appropriately applied in an organization and factors like quality control, quality assurance, quality planning and quality improvement (Nancy et al., 2019).

Many theories were reviewed during this work in the purpose of supporting these work and these theories are: power theory, legitimate theory, behavioral theory, contingency theory and great-man theory however this work is anchored on the contingency theory. Contingency theory which is also called situational theory is a theory that is more centered on the situational effect of leadership. It is a theory that is specifically applied when a situation occurs, because it is based on the situation at hand that the solution will be adopted. This theory particularly helps leaders to adjust the way the lead depending on the situation at hand. It gives the opportunity to find the best leader that can fit in a situation at a particular time.

Empirical Review

Some studies that were reviewed attested that in order for us to understand what others have said about it and what they reveal is that many organizations were and are still be able to thrive in Nigeria but also in other parts of the world through the significant impact that transformation leadership has had on their organizational performance and not only in the construction industry

but in many other industries (Deepak 2020, Mesut & Egan 2020). The diverse empirical studies conducted by these authors above demonstrated that there is a significant relationship between transformational leadership and organizational performance for the construction firms in Abuja metropolis.

Transformational leaders encourage their employees' efforts in terms of innovativeness, creativity, and performance; they arouse constant re-examination of the status quo, stimulate change in the way people think about problems, and encourage the use of analogy and metaphor, among other things (Georgewill 2021). As a result, it may appear that they have the opportunity to obtain innovative and creative problem-solving concepts from their employees. If the concepts and solutions to problems recommended by employees differ from the ideas represented by the leader, the employees are not criticized, and the leader's ideas are not forced upon them at any cost (Cynthia & Charles 2020). A transformational leader fosters a work environment conducive to improved performance by focusing on specific techniques such as involving employees in decision making and problem solving; empowering and encouraging employees to develop greater independence; and encouraging them to solve old problems using new techniques (Setyo et al., 2021). Without these specific areas of intellectual stimulation, it is extremely difficult to progress and provide quality output in today's highly competitive and changing world (Daniela & Richard 2020).

Let us also note that intellectual stimulation represents an important component of transformational leadership (Fayçal 2019) by this essence it can bring about a high level a performance achievement that will make each member of every respective department within the organization contribute massively for it growth (Juharyanto et al., 2019). Other study that emphasized on the great impact of transformational leadership on the performance of an organization is (Fapuel & Stephan 2019) where in their study they underline that the influence of transformational leaders occurs more often through idealized influence, inspiration, intellectual stimulation and individualized consideration.

These four elements are the elements that make up the transformational leadership process in an organization, so by applying them they help strengthen the significance of transformational leadership within a proper organization so that they can achieve their purpose more effectively (Huihua et al., 2019). They represent in a certain way the proper essence of how transformational

leadership can be truly implemented in all the departments and section of every organization; they cover as well all the aspects of the organization which bring about a strategic achievement in the mindset of achieving long run purpose

Literature Gap

This study has identified many gaps as related to the conceptual, the theoretical as well as the empirical. As concerning the scope most studies were done outside Nigeria in other foreign countries while this study was conducted in Nigeria and most especially on Nigerian based firms. Another gap that was identified is like most of the study did not reveal that much about how transformational leadership can effectively be implemented into an organizational setting for performance achievement but this study through the proxies mentioned earlier revealed how transformational can effectively impact the performance of constructions firms most especially in Nigeria but in other countries also at large.

3. Methodology and Data

This section discussed the impact of transformational leadership on the performance of construction firms in Abuja metropolis. Survey research design was used to address this research work, in order to collect our data from the staffs of five construction firms in Abuja, Cosgrove, Urban-Shelter Limited, Portal Realities Limited, Dynamic JT Limited, and Oxford Facilities & Logistics Management Limited., who served as the population of the study. To test hypotheses and establish the relationship among them data were collected using self-reported questionnaires. Data were collect from 212 samples of the 450 staffs working full time in these five construction firms located in Abuja metropolis.

Population and Sample

The population of this study was 450 workers who were being polled. Given the size of the study's target population (450 workers), then the estimated population is about 450:

Table 1: Population of the Study

S/N	Category /Name	Cosgrove	Urban Shelter Limited	Portal Realities Limited	Dynamic JT Limited	Oxford Facilities & Logistics Limited	Total Number
1.	Administrative staff	35	52	77	45	50	259
2.	Non-administrative staff	45	38	43	40	25	191
	TOTAL	80	90	120	85	75	450

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n = sample size

N = population size

e = acceptable sampling error

Therefore; the sample size is calculated thus:

$$n = \frac{450}{1 + 450 (0.05)^2}$$

$$n = \frac{450}{1 + 450 (0.0025)}$$

$$n = \frac{450}{1 + 1.125}$$

$$n = \frac{450}{1 + 1.125}$$

$$n = \frac{450}{2.125} = 211.765$$

$$n = 212 \text{ workers}$$

Therefore the number of employees that was surveyed in all the organizations was of 212 people. The Statistical Package for Social Sciences (SPSS) was used to analyze all the data that were gathered.

Table 2: Validity and Reliability Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.702	.703	212

The validity and reliability test done through the Cronbach's Alpha test has revealed that the test done was valid and reliable through the mean of questionnaires that were distributed and the data collected after the self-administered questionnaires that were distributed.

4. Results and analysis

Demographic results

Table 3: Age of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30 years	64	30.2	30.2	30.2
31-40 years	51	24.1	24.1	54.2
41-50 years	51	24.1	24.1	78.3
51 and above	46	21.7	21.7	100.0
Total	212	100.0	100.0	

SOURCE: Author's Computation (2022)

The following table illustrated the different age’s range of our respondents. On this illustration the table revealed that the respondents with the highest number were the one from the bracket of 41-50 meaning 78.3% while the lowest value was attributed to the respondents between 20-30 years meaning 30.2%. The explanation is that people in the bracket of 41-50 are the ones that composed the most the demography of our selected case study organizations.

Table 4: Gender of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	111	52.4	52.4	52.4
	Female	101	47.6	47.6	100.0
	Total	212	100.0	100.0	

SOURCE: Author’s Computation (2022)

The following result brought out by this analysis revealed that the number of the male in our case study organizations is slightly higher which is 52.4% compared to the number of women which is 47.6%.

Table 5: Job type of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior staff	36	17.0	17.0	17.0
	Senior staff	39	18.4	18.4	35.4
	Manager	47	22.2	22.2	57.5
	Executive	52	24.5	24.5	82.1
	Other	38	17.9	17.9	100.0
	Total	212	100.0	100.0	

SOURCE: Author’s Computation (2022)

The job type table of our analysis revealed that in our case study organizations the number of executives is the highest which reveal a consistency of leadership acumen for organizational

performance which is 24.5% while the junior staff has the lowest number among all the job types in our case study organizations which represent 17.0%.

Table 6: Years of experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	34	16.0	16.0	16.0
	1-5 years	52	24.5	24.5	40.6
	6-10 years	70	33.0	33.0	73.6
	More than 10 years	56	26.4	26.4	100.0
	Total	212	100.0	100.0	

SOURCE: Author’s Computation (2022)

Based on our analysis, this present table revealed that the highest number of experienced people in these organizations is represented by those in between 6-10 years of working experience meaning 33.0% thus it revealed a certain level of dynamism that is displayed in these organizations while people that have less than one year experience are the one with the least number, showing that less chance is given by the case study organizations to those that are less experienced than those that are more experienced.

Table 7: Educational qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	22	10.4	10.4	10.4
	B.Sc.	66	31.1	31.1	41.5
	Masters	68	32.1	32.1	73.6
	Ph.D.	30	14.2	14.2	87.7
	Professor	12	5.7	5.7	93.4
	Other	14	6.6	6.6	100.0
	Total	212	100.0	100.0	

SOURCE: Author’s Computation (2022)

Master’s degree holders are the most composed members of the population of our case study organizations which represent 32.1% while Professors are the least based on their experiences and long years’ experience which represents 5.7% of our populations. This revealed that most of the staff within our case study organizations are educated and have higher qualifications to handle responsibilities trusted on to them.

Table 8: Inspirational Communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	27	12.7	12.7	12.7
Disagree	23	10.8	10.8	23.6
Undecided	53	25.0	25.0	48.6
Agree	71	33.5	33.5	82.1
Strongly agree	38	17.9	17.9	100.0
Total	212	100.0	100.0	

SOURCE: Author’s Computation (2022)

Inspirational communication is well appreciated in most of these organizations by the reason of the 33.5% of people that agreed followed by the 17.9% of people that strongly agreed on the impact of inspirational communication in these organizations. Meanwhile some of them don’t agree on the same standard which is explained by the 12.7% of people that strongly disagreed followed by the 10.8% of those that don’t agree. But in all we can observe that aside the shared opinion inspiration communication is well adopted in these organizations.

Table 9: Supportive Leadership

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	12	5.7	5.7	5.7
Disagree	34	16.0	16.0	21.7
Undecided	49	23.1	23.1	44.8

Agree	63	29.7	29.7	74.5
Strongly agree	54	25.5	25.5	100.0
Total	212	100.0	100.0	

SOURCE: Author’s Computation (2022)

Leadership being the essence of the organizational performance is well applied into these organizations by the reason of the 29.1% of people that agreed and 25.5% that strongly agreed on this statement against 16.0% that disagreed. This revealed that supportive leadership is essential for the performance achievement of construction firms in Abuja metropolis.

Table 10: Organizational Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	12	5.7	5.7	5.7
Disagree	13	6.1	6.1	11.8
Undecided	45	21.2	21.2	33.0
Agree	66	31.1	31.1	64.2
Strongly agree	76	35.8	35.8	100.0
Total	212	100.0	100.0	

SOURCE: Author’s Computation (2022)

After all the analyses we observed that the transformational leadership style has a significant impact on the performance of construction firms in Abuja metropolis by the reason of 31.1% of people that agreed about this statement followed by 35.8% of them that strongly agreed. Meanwhile a few numbers wasn’t satisfied about these facts which means that transformational leadership application has to be applied in the sense of the benefits of everyone into these organizations.

Regression Analysis

Table 11:Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.031 ^a	.001	-.009	1.14959

a. Predictors: (Constant), Supportive Leadership, Inspirational Communication

This model summary revealed by the R Square .001 a positive relationship between transformational leadership and organizational performance.

Table 12:Correlations

		Organizational Performance	Inspirational Communication	Supportive Leadership
Organizational Performance	Pearson Correlation	1	-.029	-.002
	Sig. (2-tailed)		.675	.981
	N	212	212	212
Inspirational Communication	Pearson Correlation	-.029	1	.389**
	Sig. (2-tailed)	.675		.000
	N	212	212	212
Supportive Leadership	Pearson Correlation	-.002	.389**	1
	Sig. (2-tailed)	.981	.000	
	N	212	212	212

**, Correlation is significant at the 0.01 level (2-tailed).

This correlation revealed the positive impact that transformational leadership has on organizational performance through the mean of inspirational communication and supportive leadership as well.

The correlation therefore attests that the impact of transformational leadership on the performance of construction firms in Abuja is significant.

Table 13: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.917	.279		14.037	.000
Inspirational Communication	-.031	.069	-.033	-.445	.657
Supportive Leadership	.011	.072	.011	.151	.880

a. Dependent Variable: Organizational Performance

The coefficients of these results revealed that transformational leadership has a significant impact on the organizational performance of construction firms in Abuja metropolis.

5. Conclusion

Transformational leadership was essential for organizations both in Nigeria but also on the global scale to achieve their estimated and wished performance based on all the elements that were highlighted in this study. It has been a very essential key in the process of both achievement at the organizational level but also at the individual level when we referred to the impact that it had on the employees on selected constructions firms in Abuja metropolis, therefore this study concluded that transformational leadership has a significant impact on the performance of construction firms in Abuja whereby there is a positive relationship between transformational leadership and organizational performance.

Further recommendations were made at the end of this study to state that for transformational leadership to be well adopted and displayed by any organization in Nigeria even beyond, it has to be done through an adequate training process whereby skills that matter will be impacted to the prospective leaders within departments and organizations as well in order to ensure successful performance achievement by these organizations. As regarding the impact that this leadership style

on the performance of organizations it has to be constantly reviewed by a regular appraisal that has to be done on the performance to ensure about the perpetual relevance of transformational leadership on the performance of constructions firms both first in Abuja metropolis but also in Nigeria at large.

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Appendix 1

Questionnaires

SECTION A

RESPONDENT'S DEMOGRAPHIC ATTRIBUTES

1. Age:

20-30 years 31-40 years 41-50 years 51 and above

2. Gender:

Male Female

3. Job type:

Junior staff Senior staff Manager Executive Other

4. Work experience:

Less than 1 year 1-5 years 6-10 years More than 10 years

5. Educational qualification:

Diploma B.Sc. Masters. Ph.D. Professor Other

SECTION B

1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree

S/N	Inspirational Communication	1	2	3	4	5
1.	Inspirational communication is used to empower employees in construction firms					
2.	Transparency allows employees to work more effectively					
3.	Intellectual stimulation encourages followers to bring new solutions and approach in order to solve problems in this organization					

S/N	Supportive Leadership	1	2	3	4	5
1.	It creates a level of confidence between the leaders and the employees					
2.	Supportive leadership creates acceptance from the employees towards the leaders					
3.	It helps maintaining a positive attitude between employees and leaders in ever department.					

S/N	Performance	1	2	3	4	5
1.	Quality control helps employees in this organization to achieve their targets on their projects.					
2.	Quality planning creates an effective productivity in a construction firm.					
3.	Quality improvement affects positively employee growth in construction firms.					