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Influence of Transformational Leadership on Work Engagement and Employee Performance

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ABSTRACT

The effect of different factors on the relationship between work engagement and commitment on one hand and performance on the other is already established in the extant literature While a multiplicity of studies have identified differences in the moderating effect of experience level, gender, age on work engagement, commitment and performance is barely explored in the current literature even though with greater certainty. The objective of this research is to examine the influence of transformational leadership attributes on the employees' work engagement. The results of the analysis earlier presented means that both hypotheses must be accepted. The study found out that while intellectual stimulation affects employees' performance, the effect of idealised influence on employees' work performance is significantly higher. The results affirm the long held notion that encouraging innovative thinking is an important factor that contributes to employee performance and vice versa.

Keywords : Employment, Job Satisfaction, KMO Sampling Adequacy, Inspirational, Motivation, Factor Model

I. INTRODUCTION

Frederick Herzberg developed the two-factor theory is also called motivation-hygiene theory. Robbins (2014) describes that individuals who have achieved job satisfaction can describe their feelings towards the job in a different manner from those who are dissatisfied in their employment. Robbins (2014) points out that there exist some other factors, usually intrinsic or internal factors, which are related to the level job satisfaction and some other factors, usually extrinsic factors, which are consistently related to job dissatisfaction. Robbins (2014) also remarks that the opposite of job satisfaction is no job satisfaction rather than what other authors term as job dissatisfaction. Robbins (2014) also states that the opposite of job dissatisfaction is 'no job satisfaction' and not satisfaction'. This means that it is pointless to do away with the dissatisfying job elements with a view to getting job satisfaction.

Robbins (2014) concludes that there are two categories of factors that affect job satisfaction or dissatisfaction. The author describes hygiene factors as all factors that contribute to job dissatisfaction and the motivators as the all factors that contribute to employee satisfaction. The hygiene factors include those factors related to working conditions surrounding a job. This can be organisational policy, work conditions, supervision, relationship with supervisors, remuneration, relationship with other employees, personal life challenges, the relationship to ones subordinates, their personal status and job security. The motivators include factors that are associated with the job itself or with the outcomes of the work such as achievements, recognition by the organisation, responsibility, growth and advancement. Therefore, Herzberg

proposes that to motivate people to work satisfactorily, the organization must promote the motivators and reduce the hygiene factors in the organizational environment (Robbins, 2014).

The effect of different factors on the relationship between work engagement and commitment on one hand and performance on the other is already established in the extant literature While a multiplicity of studies have identified differences in the moderating effect of experience level, gender, age on work engagement, commitment and performance is barely explored in the current literature eventhough with greater certainty. Barnes et al (2015) explored the moderating effect of gender and experience level on the relationship between leadership and commitment. The authors sampled 489 workers in hospitals in Indonesia using a structural equation modelling. They observed out that gender moderates the relationship between leadership and engagement. This position is however inconsistent with the earlier claim of Thompson et al (2014) who found no significant difference in how leadership influences employees engagement. The case of altruism and its relationship with work life balance in a healthcare setting is also investigated by Yiranbon et al (2015) who noted the existence of a statistically significant relationship between leadership and work engagement, commitment and performance. In the work of Johnson et al (2015) the focus was to examine the moderating effect of gender of hospital staff on work ethic using the protestant ethic theory. This study was premised on the earlier findings of Asante-Antwi et al (2012) that indicated a positive and significant relationship between work engagement and organisational commitment. The study returned a positive and significant relationship between the two attributes in consistency with the earlier claim thus confirming the moderating role of professional background and professional role. Sampling 387 newly recruit nurses and midwives in public hospitals in Uganda, Mosise et al (2014) found out that people within different professional roles showed differences in work engagement, commitment and performance. This was also confirmed in the work of Mustafa et al (2016) noted in their research that experience level moderate the effects of social influence and professional involvement of employees in all institutions based on a study of 873 hospital staff in Pakistani public health sector. These are by no means an exhaustion of the numerous evidences empirically provided to support the fact that several intervening mechanism can equally influence the relationship between work engagement and performance. Other studies have posited on the influence of demographic factors such as age, gender, number of years of experience, culture, ethnicity, religion etc. This study specifically explores the case of gender and the number of years of experience and their resulting effect on relationship between work engagement and commitment. Figure 1 shows the framework for this chapter and the corresponding hypothesis derived from them.

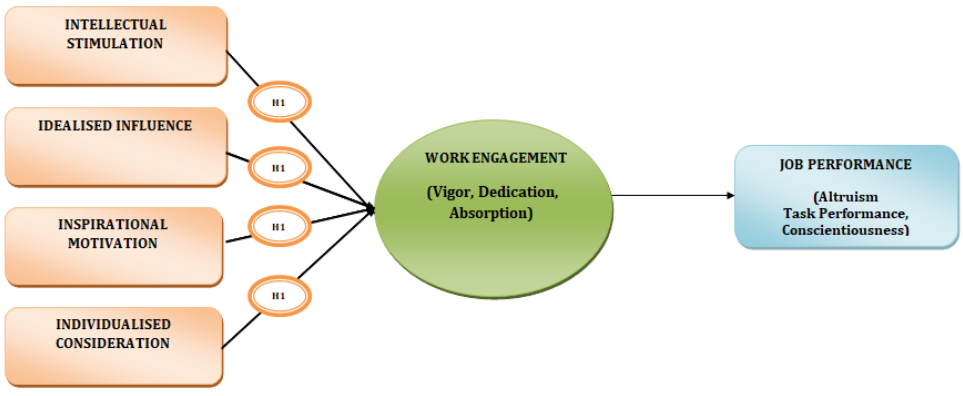

Figure 1 : Framework for Hypothesis 1

- **H1a:** A leader's intellectual stimulation significantly influences work performance among healthcare professionals
- **H1b:** The relationship between intellectual stimulation and work performance is mediated by work engagement
- **H1c:** A leader's idealised influence significantly influences work performance among healthcare professionals
- **H1d:** The relationship between idealised influence and work performance is mediated by work engagement
- **H1e:** A leader's inspirational motivation significantly influences work performance among healthcare professionals
- **H1f:** The relationship between inspirational motivation and work performance is mediated by work engagement
- **H1g:** A leader's individualised consideration significantly influences work performance among healthcare professionals
- **H1h:** The relationship between individualised consideration and work performance is mediated by work engagement

II. METHODOLOGY

A simple random sampling was used to select a total of 852 respondents to whom the questionnaire was administered. The sample was selected from both clinical and non-clinical staff at four teaching hospitals in Ghana namely; the Korle-Bu Teaching Hospital, the Komfo Anokye Teaching Hospital, The Tamale Teaching Hospital and the Cape Coast Teaching Hospital. In addition, data was also procured from the 37 Military Hospital as well as the Ho Regional Hospital. The latter hospitals were chosen due to their unique role in healthcare delivery and the volume of patients that uses the facility. For example, the Ho Regional Hospital is currently being used as a teaching centre for the University of Health and Allied Sciences whereas the 37 Military Hospitals is the West African referral hospital for national and regional emergency health services. Initially 1000 respondents agreed to participate in the research after preliminary consultations but only 865 returned the questionnaire. 13 questionnaires were subsequently discarded as they were not properly filled or breached essential qualification requirement. The respondents were largely nurses, laboratory technicians, hospital administrators, doctors, and other allied health workers in the designated hospitals. Intellectual stimulation (IS) was measured using 8 items and idealised influence (IN) was measured with 4 items, whiles inspirational motivation (IM) was measured with 4 items. Finally individualised consideration (IC) was measured with 4 other items and all of these were based on the multifactor leadership scale. Vigour (VG), dedication (DD) and absorption (AB) were all measured by five items each. On the other hand the dimension of Job Performance namely Task performance (TP – five items), Contextual performance – interpersonal (CI – four items), Contextual performance-organizational (CO – four items) , Adaptive performance (AP – six items) and Counterproductive work behaviour (WB – four items) were measured using the designated number of questions. Thus in all a total of 58 questions were added to the basic demographic questions to form the questionnaire. A structural equation analytical model was designed to investigate the relationship between the factors based on the framework presented in figure 1.

III. RESULTS

3.1 Exploratory Factor Analysis (EFA)

The first preliminary analysis measure is the results of the EFA based on the Maximum Likelihood with Promax Rotation. This was used to determine the extent to which the factors (intellectual stimulation, idealized influence, inspirational motivation, individualized consideration, work engagement, age

group, gender and experience) variables loaded together as required, adequately correlated and at the same time met the reliability and validity threshold. The analysis shows that the final model has four factors (a five factor model) as shown in table 2, the extent to which each of the factors meet the loading, correlation and validity criteria are explained below.

Table 1 : Factor Loadings

Pattern Matrix[a]

	Factor							
	1	2	3	4	5	6	7	8
Int. Stim	0.848							
Int. Stim	0.797							
Int. Stim	0.748							
Idealised Inf.		0.683						
Idealised Inf.		0.673						
Idealised Inf.		0.631						
Insp. Mot			0.619					
Insp. Mot			0.607					
Insp. Mot			0.88					
Ind. Con				0.873				
Ind. Con				0.817				
Ind. Con				0.816				
Vigour					0.930			
Vigour					3.812			
Vigour					0.810			
Dedication						0.586		
Dedication						0.789		
Dedication						0.733		
Absorption							0.663	
Absorption							0.652	
Absorption							0.633	
Performance								0.966
Performance								0.787
Performance								0.673
Performance								0.782
Performance								0.63
Performance								0.585

Extraction Method: Maximum Likelihood.
Rotation Method: Promax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

The test of sampling adequacy is inferred from the results of the KMO Sampling Adequacy Test and Bartlet's test of Sphericity test. The two results were significant and the communalities for each of the variables (intellectual stimulation, idealized influence, inspirational motivation, individualized consideration, work engagement, performance are sufficiently high (all of them are above 0.300 and most of them are above 0.600). This indicates that the chosen variables for the analysis especially for the independent variables adequately correlated for factor analysis. In addition, the reproduced matrix had only 2% non-redundant residuals that are greater than 0.05 and this further confirms the adequacy of the variables and the 8 factor model. The validity of the factors is

also demonstrated by the sufficient convergent validity presented in the table. This is because all the loadings are above the minimum requirement of 0.350 for a sample size that is in excess of 300 and this is affirmed in previous studies as in Hair, Ringle, & Sarstedt (2011).Similarly sufficient discriminant validity is also demonstrated by all the designated because the correlation matrix presented in table 2 shows that there is no correlations above 0.700, and there are no problematic cross-loadings.

Table 2 : Test of Reliability

Latent variables	Cronbach's alpha coefficients	Specification
Intellectual Stimulation	0.823	Reflective
Idealized Influence	0.910	Reflective
Inspiration. Motivation	0.808	Reflective
Ind. Consideration	0.910	Reflective
Engagement	0.711	Reflective
Performance	0.845	Reflective

The cronbach alpha correlation test is the frequently used model to examine the reliability of the constructs in the statistical analysis of this kind. In this case the results are presented in table 2. The cronbach's alphas for each of the extracted factors along with their labels and specifications are presented. The analysis results show that each of the alpha's are above 0.70 and that outperforms the recommended threshold of 0.700. Significantly the factors are all reflective as their indicated are highly correlated and are largely interchangeable (Jarvis, MacKenzie, & Podsakoff, 2003). The model under review has a total of explained of 60%, with all extracted factors having eigen-values above 1.0 except one, which was close at 0.989.

3.2 Confirmatory Factor Analysis (CFA)

Table 3 : Goodness of fit indexes

Measure	Estimate	Threshold	Interpretation
CMIN	466.19	--	--
DF	309	--	--
CMIN/DF	1.509	Between 1 and 3	Excellent
CFI	0.972	>0.95	Excellent
SRMR	0.038	<0.08	Excellent
RMSEA	0.034	<0.06	Excellent
PClose	0.975	>0.05	Excellent
		Cutoff Criteria*	
Measure	Terrible	Acceptable	Excellent
CMIN/DF	> 5	> 3	> 1
CFI	<0.90	<0.95	>0.95
SRMR	>0.10	>0.08	<0.08
RMSEA	>0.08	>0.06	<0.06
PClose	<0.01	<0.05	>0.05

The model fitness measure is the next to be examined. The factor loadings were highly adequate and within the recommended threshold hence there was no need to remove any factor. That notwithstanding, modification indices were further consulted if some improvement could be made to the existing model. The information in table 3 shows that the goodness of fit measure for the model is sufficient. The **CMIN/DF** which is the minimum discrepancy shows a value of 1.509 outperforms the minimum threshold of between 1 and 3 whereas the root mean square error estimate of 0.034 outperforms the designated threshold of being less than 0.06. Thus overall the goodness of fit indexes are ranked as excellent whereas the cut of criteria were all met.

Table 4 : Model Fit measures

	CR	AVE	MSV	1	2	3	4	5	6
Intellectual Stimulation	0.855	0.668	0.002	0.817					
Idealized Influence	0.890	0.506	0.503	0.044	0.711				
Inspiration. Motivation	0.910	0.717	0.174	0.043	-0.053	0.847			
Ind. Consideration	0.870	0.634	0.174	-0.036	0.004	0.417	0.796		
Engagement	0.824	0.485	0.187	0.023	0.432	-0.038	0.017	0.696	
Performance	0.759	0.516	0.503	-0.001	0.709	-0.081	0.042	0.405	0.719

Composite reliability of all concepts exceeds the .70 benchmark for all constructs. So, high levels of internal consistency reliability have been demonstrated among all six reflective latent variables. As a result, the lower indicator reliability of CR can be accepted. Convergent validity is acceptable as almost all factor loadings exceed the 0.60 benchmark. For all factors, the AVE was above 0.50 except for Engagement, which was close at 0.485. However, as this factor is minimally correlated with the other factors in the model, and because the reliability score (0.823) was greater than 0.700, we felt this was admissible (i.e., while it is not especially strong internally, it is, at least, a reliable and distinct construct within our model). Fornell and Larcker (1981)suggest that the square root of AVE in each latent variable can be used to establish discriminant validity, if this value is larger than other correlation values among the latent variables. The square roots of average variances extracted (AVEs) are shown on diagonal, in bold in the Table 4. The table indicates that discriminant validity is well established.

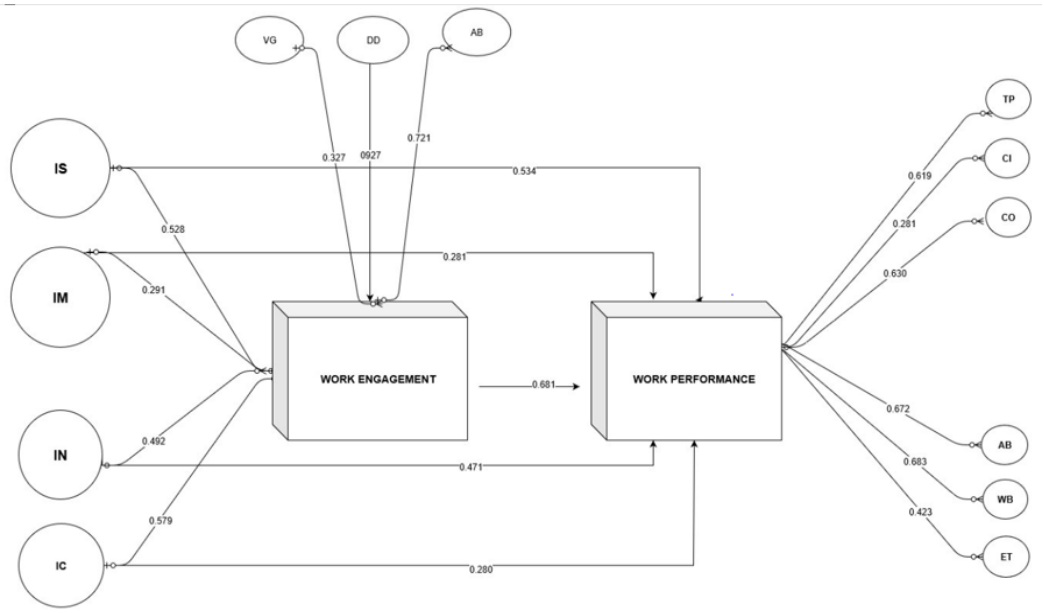

Figure 1 : Path diagram for hypothesis 1

3.3 Path Analysis

Table 5 : Results of Path Analysis

Paths	Hypothesis	Path Coefficient	P Values	Status
IS → WP	H1a	0.534	0.011	Acceptable
IM→ WP	H1b	0.281	0.031	Acceptable
IN → WP	H1c	0.471	0.021	Acceptable
IC→ WP	H1d	0.280	0.000	Acceptable
IS → WE	H1c	0.528	0.001	Acceptable
IM→ WE	H1d	0.291	0.000	Acceptable
IN → WE	H1a	0.492	0.011	Acceptable
IC→ WE	H1b	0.579	0.031	Acceptable
TL → WE → WP	H1c	0.681	0.021	Acceptable

The results of the path analysis presented in table 5 shows the degree to which the respective hypothesis presented earlier in this chapter is supported or not supported. Firstly the contribution of the respective factors that constitutes work performance is analysed. The data shows that the composite value of the task performance dimension positively contributes to work performance with a coefficient value of 0.619 while the influence of contextual performance (interpersonal) also contributes positively to work performance. In this case the coefficient of regression returned a value of 0.281. The influence of contextual performance (organisational) is also determined to positively contribute to work performance with a coefficient value of 0.630 and this is also statistically significant. The second half of the analysis shows that composite value of the adaptive performance dimension positively contributes to work performance with a coefficient value of 0.672 while the influence of counterproductive work behaviour also contributes positively to work performance. In this case the coefficient of regression returned a value of 0.683. The last construct is the influence of employee turnover and the influence on employee performance is 0.423 and all of these are statistically significant. Regarding the contribution of Vigour (VG), dedication (DD) and absorption (AB), the path diagram shows that vigour is positively related to work engagement with a coefficient value of 0.327 whereas the influence of dedication contributed 0.927 changes in work engagement. Finally the changes in work engagement attributed to absorption are 0.721 and these are all statistically significant at 95% confidence interval.

The first research hypothesis sought to examine the direct relationship between intellectual stimulation as an attribute of transformational leadership and work performance. As a leadership attribute, it is expected that intellectual stimulation will positively and significantly influence employee's work performance. The results supports hypothesis 1 because the regression coefficient of the influence of intellectual stimulation on work performance is 0.534. This implies that when intellectual stimulation increases in an organisation by a unit, employee's work performance will potentially increase by 0.534. The p value of 0.011 means the relationship is statistically significant at 95% confidence interval.

The second research hypothesis sought to examine the direct relationship between inspirational motivation

as an attribute of transformational leadership and work performance. As a leadership attribute, it is expected that inspirational motivation will positively and significantly influence employee's work performance. The results supports hypothesis 1 because the regression coefficient of the influence of inspirational motivation on work performance is 0.281. This implies that when inspirational motivation increases in an organisation by a unit, employee's work performance will potentially increase by 0.281. The p value of 0.031 means the relationship is statistically significant at 95% confidence interval.

The third research hypothesis sought to examine the direct relationship between idealised influence as an attribute of transformational leadership and work performance. As a leadership attribute, it is expected that idealised influence will positively and significantly influence employee's work performance. The results supports hypothesis 1 because the regression coefficient of the influence of idealised influence on work performance is 0.471. This implies that when idealised influence increases in an organisation by a unit, employee's work performance will potentially increase by 0.471. The p value of 0.021 means the relationship is statistically significant at 95% confidence interval.

The fourth research hypothesis sought to examine the direct relationship between individualised consideration as an attribute of transformational leadership and work performance. As a leadership attribute, it is expected that individualised consideration will positively and significantly influence employee's work performance. The results supports hypothesis 1 because the regression coefficient of the influence of individualised consideration on work performance is 0.280. This implies that when individualised consideration increases in an organisation by a unit, employee's work performance will potentially increase by 0.280. The p value of 0.000 means the relationship is statistically significant at 95% confidence interval

In the case of the fifth hypothesis, the analysis sought to establish the direct relationship between intellectual stimulation as an attribute of transformational leadership and work performance. As a leadership attribute, it is expected that work engagement will positively and significantly influence employee's work performance. The results supports hypothesis 1 because the regression coefficient of the influence of intellectual stimulation on work engagement is 0.528. This implies that when intellectual stimulation increases in an organisation by a unit, employee's work engagement will potentially increase by 0.528. The p value of 0.001 means the relationship is statistically significant at 95% confidence interval.

On the other hand, the sixth hypothesis was to find out the direct relationship between inspirational motivation as an attribute of transformational leadership and work performance. As a leadership attribute, it is expected that work engagement will positively and significantly influence employee's work performance. The results supports hypothesis 1 because the regression coefficient of the influence of inspirational motivation on work engagement is 0.291. This implies that when inspirational motivation increases in an organisation increases by a unit, employee's work engagement will potentially increase by 0.291. The p value of 0.000 means the relationship is statistically significant at 95% confidence interval

Next the study was interested in the relationship between idealised influence as an attribute of transformational leadership and work performance. As a leadership attribute, it is expected that work engagement will positively and significantly influence employee's work performance. The results supports hypothesis 1 because the regression coefficient of the influence of idealised influence motivation on work engagement is 0.492. This implies that when idealised influence increases in an organisation by a unit,

employee's work engagement will potentially increase by 0.492. The p value of 0.011 means the relationship is statistically significant at 95% confidence interval. Finally the analysis explored the direct relationship between individualised consideration as an attribute of transformational leadership and work performance. As a leadership attribute, it is expected that individualised consideration will positively and significantly influence employee's work performance. The results supports hypothesis 8 because the regression coefficient of the influence of inspirational motivation on work engagement is 0.579. This implies that when individualised consideration increases in an organisation increases by a unit, employee's work engagement will potentially increase by 0.579. The p value of 0.031 means the relationship is statistically significant at 95% confidence interval. The last hypothesis sought to evaluate the mediating role of work engagement in the interaction between transformational leadership attributes and work performance. It is noted that the mediating role reduces the relationship of each of the factors to 0.681 which is statistically significant at 95% confidence interval. Thus overall the information in the respective tables confirm each of the acceptance of the hypothesis proposed in earlier sections of the study.

IV. DISCUSSION AND CONCLUSION

The objective of this research is to examine the influence of transformational leadership attributes on the employees' work engagement. The extant literature is unequivocal about the important role that leadership traits play in stimulating employee behaviour. In the specific instance of transformational leadership that advocates for a soft approach to leadership, Bass et al (2014) contends that employees desire to be treated differently from other factors of production. They are primus inter-pares when it comes to exploitation for economic advantages. To this end, manager's attitude to employees' welfare must be a major point of focus for successful organisation. The first research hypothesis was interested in the exploring the extent to which the leader's intellectual stimulation significantly influences work performance among healthcare professionals.

Similarly, the second sought to examine the extent to which a leader's idealised influence significantly influences work performance among healthcare professionals. It was also postulated that the two relations will be significantly mediated by the employee work engagement. The results of the analysis earlier presented means that both hypotheses must be accepted. The study found out that while intellectual stimulation affects employees' performance, the effect of idealised influence on employees' work performance is significantly higher. This result is consistent with previous findings by Abdullahi (2018) and Mustafa (2017) in their respective studies which focused on the employee work performance and transformational leadership in hospitals in Ethiopia and Ghana respectively. The results affirm the long held notion that encouraging innovative thinking is an important factor that contributes to employee performance and vice versa. Leaders are expected to stimulate their followers' effort to drive them towards innovation and creativity by being able to question their assumptions, reframe their problems and approach old situations in new way (Trent, 2018). Likewise the analysis supports the idea that employee's intellectual stimulation on performance will be strengthened through effective work engagement which is a product of intellectual stimulation by the leaders. In another regard, the analysis also confirms the need to build trust while acting with integrity which are attributes of idealised influence (Waittrus, 2019). Employees want leaders they can trust and who inspire power and pride and go beyond their own individual interest. This is especially necessary in the hospital environment where the challenges of work responsibility can be overwhelming. When leaders act with integrity, talk about values and beliefs and focus on desirable vision,

their employees are encouraged to walk the same path as they consider the moral and ethical consequences of their action as very important. The influence of intellectual simulation on the employee work performance is also examined in the next set of hypothesis. In the specific instance to the hospital in Africa, the analysis confirms the notion that hospital employees need leaders who provide meaning and challenge for their followers. The leaders must understand that monotony of work in the healthcare sector has the capacity to restrict the capacity and capability of employees and drastically reduce the interest and engagements in many daily work routines due to the difficulties of healthcare clients. In that regard, having leaders that coaches and inspire employees enables organisations to build unalloyed loyalty and strong organisational citizenship behaviour among their employees which ultimately helps to drive good work performance.

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