

THE IMPACT OF LEADERSHIP STYLES ON THE PERFORMANCE OF ACADEMICIANS

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ABSTRACT: *The current study is an attempt to explore and compare the impact of leadership styles on the performance of faculty members in public and private sector universities of Dera Ismail Khan. For this purpose, a theoretical framework was first extracted from the existing research containing the variables and their mutual relationships as given in the available literature. The existing study provided the research design (a descriptive-cum-exploratory design) demanding surveys both in the literature as well as filed study. In this regard, the subjects in the sample included the academicians from both the public and private sector universities (124 respondents). As proposed by the existing researchers, 5-point Likert-scale was used to measure the opinion of the respondents. The findings from empirical study offer interesting and valuable information concerning the relationships between the predictors and the criterion variables. All predictors and the criterion variables are highly and significantly associated/ correlated with each other. The R Square .228 means that the predictor explained 23% of the variance in the dependent variable (employees' performance). It is notable that only one predictor (transformational leadership) is significant with the p-value of 0.000. Furthermore, it is astonishing that personal attributes of the academicians have a nominal role in describing the performance, but faculty members have substantial mean difference on almost all the demographics regarding performance.*

Keywords: Leadership (Transformational & Transactional), Performance, Academicians, HEIs

INTRODUCTION

The higher educational institutions, in the contemporary age face many challenges. The nature of leadership in higher education is contested and vague due to the institutional complexity its multiple traditional, values and goals. The higher educational institutions have been labeled as "organized anarchies" with problematic goals unclear technologies and high apathy. The leading academics has been associated to "herding cats", however the strong point of the higher educational system lies in the autonomy and creativity, independent thought of the individuals employed in. Autonomous leadership is obviously in conflict with the traditional values of the variety of academic interests, democratic participation, autonomy and academic freedom. When the collegial nature of the institutions rests upon shared decision making then what kind of leadership and leadership change is best in effect. In higher education, studies of leadership lean towards focus upon the role of the leadership in augmenting the employees' performance.

Leadership is considered as an essential factor for the success of organizations as the leaders can manipulate the attitudes and responses of the employees while achieving their organizational goals this is why organizations are in a continuously hard struggling to pull management with leadership good qualities. The leadership may be interpreted in subject of position an individual is having, or it is the temperament of that person to influence his or her subordinates or the instrument to reach target or influential power or the behavior to direct the employees to achieve objectives [1]. A well-known saying "There are no poor soldiers under a good general" could be commonly used to exhibit the qualities of the great leaders who can radically change themselves in coordination with the change in needs and environment [2].

The success of a given process calculated against predetermined known specifications of precision, completeness, cost and rate measured against predetermined

known principles of completeness, accuracy and speed. On the other side, performance is considered to be the contentment of a responsibility, in a way that reliefs the performer from all obligations under the agreement. Leadership is the natural requirements of every job where agreement. Officers have to influence specifications ordinates and academicians at the university level are no exception. University is the highest seat of learning where students exemption. Finishing touches biggest chair it studying to make them ready for concluding ice's life. This training of university students needs coaching about the leadership skills as well. Now if academicians themselves are not well-versed in leadership information and abilities so how can they teach the same into their students? Instructors like any other managers, use one or more leadership styles to fulfill their responsibilities. Research has shown that the pedagogical model is modifying in the higher education institution like universities.

THE LITERATURE REVIEW

The leadership

In the past, leadership has involved in powerful terms as a new effective strategy for handling the employees and the organization at abundant. The idea of human-resource management has, however, progressively changed the conventional idea of personnel administration. This has required the strategic incorporation of new leadership styles into the impressive management of the human capital. The main idea and significance of leadership and design may differ from one individual, or scenario, to the other. The term "leadership" has used in different factors of human attempt such as politics, businesses, academics, social works, etc. Previously it was regarded as individual ability; yet, [3] claimed that the degree to which the individual displays leadership characteristics relies upon not only on his features and individual competences, but also on the scenario and atmosphere in which he performs.

The Styles of Leadership

Leadership in organization is a very crucial appearance as the leaders has a considerable amount of concern to forefront the trend and creates good organizational culture. The subject of leadership has developed a very standard debate and has increased the concentration from many researchers to explore the affairs of leadership in innumerable positions. For example, in organization, leadership styles [4,5]. [6], narrated on leadership and entrepreneurship; leadership and culture and transparent leadership [7]. However, numerous researchers have examined the transformational and transactional leadership as a subject of leadership style [8,9].

The Transformational Leadership Style

Typically, success in every society in terms of the achievement of goals and recognition of goals relies on supervisors and their leadership styles. [10] suggest that TFL is essential to efficient administration, as it decides the ultimate achievements of the organization. Transformational leaders are capable to encourage followers to transform their goals, views and inspirations and to perform towards typical goals [11]. Furthermore, [12] highlighted that TFL is more efficient than transactional leadership (TSL) in improving the commitment; believe in, self-efficacy and self-esteem of the supporters. Transformational leaders are proactive; they develop follower's attentiveness of inspiring, combined passions and even more important they encourage the followers to accomplish outstanding goals [13]. A transformational leader is one who motivate followers to surpass their own self-centeredness for the respectable of the organization and who is able of having an "effect on their followers" [4]. Similarly, the leadership of transformational may be professed when a leader and a follower allow each other to proceed to an advanced stage of spirits and inspiration [14]. Through the strength of their perspective and character, TFL are able to encourage followers to modify their goals, views and inspirations and to perform towards typical goals.

The Transactional Leadership Style

Transactional leadership permits followers to meet up with their own self-interest, minimize office apprehension, and focus on clear organizational objectives such as improved values, customer support, reduced costs, and improved production [15]. The transactional leadership concentrates on the dealings that happen among leaders and followers [16,4]. The idea of transactional leadership progressed for the bazaar of fast, easy dealings between several followers and leaders, each affecting from deal to deal in search of fulfillment. The industry requirements mutuality, versatility and actual cost-benefit research [16]. Scientific proof facilitates the connection between efficiency and transactional leadership in some configurations [17,4,18]. Now, scientist's research study Transactional leadership surrounded by the procession of the wide variety of a leadership model [19], however, some scientists condemn the Transactional leadership too.

The Academicians Performance

In today's society, circulation of life relies on the companies and growth of community, work activity and efficient performance. Performance effectiveness originates from individual ambitions and individual principles that are unseen

origins of organizational values, they figure out the logical for which companies are exist. Performance is a multidimensional construct and extremely vital requirements that decides organizational achievements or failures. [8], figure out performance as the accomplished results of activities with skills of workers who execute in some situation. According to [13], the performance of a worker is his/her resulting actions on a process which can be noticed and analyzed. To him, employee performance is the participation made by an individual in the success of organization's objectives. Here employee performance is simply the outcome by styles of action performed to fulfill an objective according to some targets.

The improvement of academic performance in higher education institutions, involves the desire to lay the foundations of development and modernization and providing elements of creativity and excellence in a world of accelerating the products of the human mind. A number of studies revealed the effect of leadership which is generally categorized as a reactive aspect which defines the achievement in academic performance [20]. In this manner, the researchers in educational psychology have endeavored to investigate the different sorts of association that exist between leadership and employees performance. The research difference was shown that leadership style has significant relationship toward employees' performance. The performance is basically the ability of individual to use its knowledge efficiently and effectively. When researchers discuss the teacher's performance, it is based on both aspect the intellectual and physical [21]. Basically the performance of the teachers is the effectiveness of leadership performance.

Transformational Leadership and Performance

In the field of organizational behavior, in the literature, leadership has been recognized as a significant topic. During organizational and individual interaction, leadership is one with the most vibrant possessions. To perform collaborated effort, in other words, the capability of management depends upon leadership competence. The literature explains that the brilliant leadership not only motivates the followers' potential to improve efficacy but in the process of achieving organizational goals, they also meets their desires [4,6]. To achieve the common target by the leadership, it can also monitor the behavior of the group of individuals. Additionally, it clarifies leadership as practice of leading stratagem to offer inspirational motivation and to augment the academic potential for development and growth. Numerous causes designate that there should be an association between employees' performance and leadership style. When the institutions face the new challenges, the only active leadership performances can ease the development in performance [22].

Transactional Leadership and Performance

The description given by [4, 8], about the transactional leader who focus their efforts on task finalization and rely on business benefits and punitive measures to impact worker efficiency, with compensate being conditional on the followers functioning the positions and projects as described by the leader. Actually, interpreting and interacting with the "work that must be done by their followers", how it will be

completed, and supporting the followers in sympathetic indeed what desires to be accomplished to get to know the organization's goals as is distinctive of a transactional leader can only take in minor profits and will not endure a viable

business background. Transactional leadership has beneficial and important impact on efficiency. Changes in direction of transactional leadership favorably and significantly improve worker efficiency.

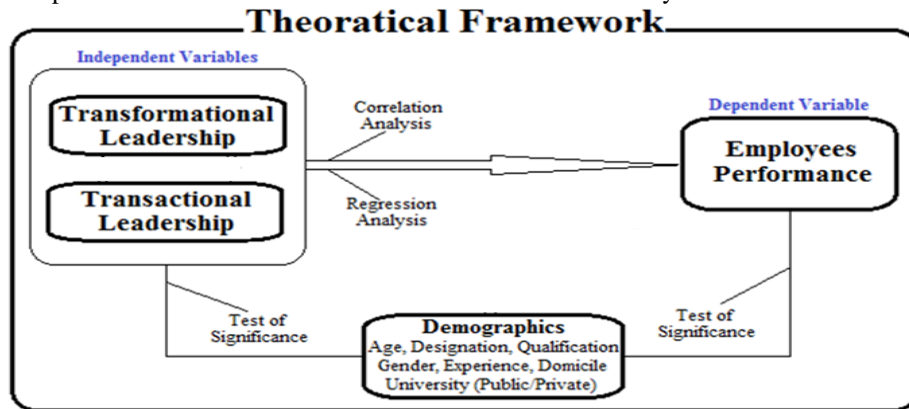


Figure 1 Theoretical Framework

RESEARCH METHODOLOGY

Population & Sampling

The population of this study consists of 326 academicians in Gomal University and 28 academicians in Qurtaba University D. I. Khan. Sample size has determined through a statistical

formula for finite population. Simple Random and stratified sampling technique used to collect data from samples of the study, i.e. professors, associate professors, assistant professors and lecturers

Table 1 Population and Sample of Public and Private Sector Universities

Gomal University					Qurtaba University				
Lecs.	APs	AsPs	Prof.	Total	Lecs.	APs	AsPs	Prof.	Total
133	144	12	37	326	19	2	2	5	28

Sample Size

To determine the sample size, we have used pilot statistics and a sample size was determined through formula for finite population, shown in below table. A statistical formula $[\sigma^2/((E^2/Z^2)+(\sigma^2/N))]$ developed for finite population was run

with 95% confidence level, generally accepted and used in social science research, which equals 1.96 z-values. The output value 123.79 was converted into round figure, thus sample size of the study will be 124.

Table 2 Formula of Sample Size

Formula for Finite Population	Statistical Values	Output	n
$[\sigma^2/((E^2/Z^2)+(\sigma^2/N))]$	$[0.88^2/((0.98^2/1.96^2)+(0.88^2/354))]$	123.79	124

Methods for Data Collection

Both secondary and primary data are collected. Secondary sources will be reviewed for which through:

1. Literature survey has conducted to develop and extract variables, concepts, etc.
2. Field survey has conducted as a tool for collecting primary (first-hand) data from the academicians of public and private sector universities, i.e. Gomal and Qurtaba universities.

Data Analysis

Both descriptive and inferential statistical analysis of the data has done to understand the phenomenon understudy. A computer-based software SPSS-16 has employed for data analysis. The following tools are used for the analysis of the quantitative data gathered through a questionnaire:

1. Correlation Analysis: For computing the Associations of Research Variables.
2. Regression: To predict leadership styles through employee performance and demographics attributes.
3. Tests of Significance: To compute the ‘Significance of Mean Differences’ emerging from the Demographic Groupings of the Respondents.

Statement of the Problem

The leadership through their behavior can increase or decrease the level of employees’ performance. It is the leadership which can play an important role to uplift the academic standard of the academicians and the institutions as a whole. It is the leader’s behaviors and actions that make a workplace either responsive or otherwise. This is why all over the globe, all organizations no matter public or private

tries their best to have management with leadership qualities to obtain their objectives with minimum wastage of time, energy and resources. Thus this study focused on investigating how transformational leadership and transactional leadership styles motivate the implementation of defined duties, meeting of deadlines and attaining departmental targets

Table 3 List of Sub-Hypotheses

S No	Hypothesis	Tool	Code
1	The Predictors are highly correlated with the Criterion variables.	Correlation	H ₁
2	Transformational and Transactional leadership predict the employee's performance	Regression	H ₂

FINDINGS OF THE STUDY

Table 4 Descriptive Statistics on the Research Variables

Descriptive Statistics	Mean		Std. Deviation	Variance
	Statistic	Std. Error	Statistic	Statistic
Transformational Leadership	3.8952	.06930	.77164	.595
Transactional Leadership	3.2484	.04930	.54898	.301
Employees Performance	3.4798	.05569	.62015	.385
N= 124				

Testing of the Hypotheses

Correlation Analysis

To test the first hypothesis, we used Pearson coefficient correlation analysis on the dependent and independent variables. Results and analysis is given in below table 4.9.

Association between Predictors & Criterion Variables

H₁: All the independent and dependent variables are positively and significantly associated/ correlated with one another

.Table 5 Correlation analysis

		TFL	TNL	PER
Transformational Leadership	Pearson Correlation	1	.265**	.478**
	Sig. (2-tailed)		.003	.000
	N	124	124	124
Transactional Leadership	Pearson Correlation	.265**	1	.262**
	Sig. (2-tailed)	.003		.003
	N	124	124	124
Employees Performance	Pearson Correlation	.478**	.262**	1
	Sig. (2-tailed)	.000	.003	
	N	124	124	124

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

Analysis

As it could be seen from the above table, that researcher applied correlation coefficient to test the hypothesis that all the independent variables and dependent variable are positively and significantly associated/ correlated with one another; the results show that TFL is high correlated with TNL, i.e. 265** at the .003 level of significance, Likewise, TFL is also significantly associated with employee's performance, i.e. .478** at .000 level of significance. Similarly, TNL is also significantly associated with employee's performance, i.e. .262** at the .003 level of significance. Moreover, performance is highly correlated with

TFL i.e. 478** at .000 level of significance, base the results, therefore, hypothesis is substantiated and accepted.

Regression Analysis

Regression analysis was run to know the dynamic relationship and impact of Transformational and Transactional leadership styles on the performance of the employees in public and private sector higher education institutions in Dera Ismail Khan. Hypothesis 2: The Predictors Determine the Employee Performance (EP)

Determination of performance by Predictors:

Table 6 Models Summary

Model	R	R ²	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.478 ^a	.228	.222	.54710	36.041	.000 ^a

Predictors: (Constant), Transformational Leadership

Table 6a Coefficients of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.985	.254		7.820	.000
	Transformational	.384	.064	.478	6.003	.000

Dependent Variable: Employees Performance

Table 6b Excluded Variables

Model		Beta	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Transactional	.145 ^a	1.777	.078	.159	.930

Predictors in the Model: (Constant), Transformational Leadership

Dependent Variable: Employees Performance.

Analysis

The result in tables shows that model 1 with R² of 0.228 means that predictor explains 23% of the variance in the dependent variable of ‘Employees Performance’. It is notable that only one predictor (Transformational leadership) is significant with the p-value of 0.000. However, the surprising

result is that one primary variable (Transactional Leadership) has been excluded from the mode, which is insignificant with p-values of 0.930, that is greater than the critical value of 0.05. Since there is powerful R² and one predictor is playing the significant role, therefore, the hypothesis is substantiated.

Summary of the Empirical Findings

Table 7 Summary of Results (Regression Analysis)

	Tests	Results	Findings
H ₁	Correlation	The Independents are highly and significantly correlated with EP	association ranging from 0.265 to 0.478
H ₂	Regression	The Predictors Determine employees performance	One predictor has with R2 of 0.228 (effect of 23%)

DISCUSSION

The present study was centered to determine that which leadership style (transformational or transactional) can increase the performance of faculty members working in public and private higher educational institutions of Khyber Pakhtunkhwa, Pakistan. Usually, the role of the higher educational institutions (universities) across the globe has always been the teaching, research and services as their core responsibilities. However, the present economic pressure has to tend to alter their role as an important instrument to support social restructuring, national unity and inclusiveness as well as functioning as a mean for social upward mobility to result in better quality of life. In Pakistan, universities have also been entrusted to play a role in the national transformation, competitiveness and to support the country’s push for innovation-led growth through knowledge creation and sharing to result in economic and entrepreneurial activities. In the context of higher educational institutions, several initiatives bring to the forefront the critical role of universities’ leadership to adopt appropriate style and to share knowledge in order to perform better to meet the expectations of the society.

The related literature revealed that each of individual consideration traits, intellectual stimulation and charisma of transformational style of leadership employs constructive but insignificant effect on followers and their performance as well. The inspirational motivation and other trait exert adverse and insignificant effect on the employees’ performance [17]. In explaining disparities in performance, these traits are weak. Each trait of transactional leadership style, on the other hand, measured in the current study,

management by exception and contingent reward has significant positive effect on followers’ performance and both jointly explain very high proportion of variations in performance. In inducing performance, the study determines that the style of transactional leadership is more suitable in academic institutions than the style of transformational leadership [23]. Therefore, the present study recommends that the academic institutions should implement the style of transactional leadership but manipulate to transport to transformational leadership style as their institution grow, develop and matured.

In the current study the correlation analysis shows that all the independent and dependent variables are positively and significantly associated/ correlated with one another. The results show that transformational leadership is high correlated with transactional leadership; similarly, both the transformational and transactional leadership is also significantly associated with employees’ performance. The results were further mentioned in regards to other students such as: [24], Transformational leadership also possesses the aptitude to inspire their workers to obligate themselves to efficiency beyond expectancy. Moreover, [15] and [21], claims that the TRLS improves the organization workers towards accomplishing more rather than just what they had prearranged. Now, this leadership style indication to the progression of changing the followers’ value, feelings and objectives for the definite efficiency based on their capacity.

In the regression analysis, the results show that predictor explains 23% variance in the dependent variable. It is notable that only one predictor, transformational leadership, is significant; however, the surprising result is that one primary

variable, transactional leadership, has been excluded from the analysis, which is insignificant. The results were further mentioned in regards to other students such as: a analysis performed by [25] understands the beneficial impact that transformational leadership can have on perform team efficiency. According to them, at all levels, TRL has an equivalent impact on workforces. The related literature analyzed the connection between employee efficiency and active leadership style in India exposed that management was favorably connected with worker efficiency for both transformational actions and transactional contingent reward management actions [23]. A related analysis performed by which leadership style can improve the efficiency of workers of some nominated personal schools in Pakistan, verified that transformational and transactional leadership styles are both favorably related with worker efficiency.

CONCLUSIONS

Leadership is considered as a critical factor for the success of organizations as the leaders can influence the attitudes and behaviors of the employees while attaining their organizational goals this is why organizations are in a continuously struggling to attract management with leadership qualities. Recently, many researchers have examined the transformational and transactional leadership and their role in employees and organizational performance. The style of leadership influences the employees' regulatory focus which in turn influences the behavior of the employees. University is the highest seat of learning where academicians are given finishing touches to the university graduates to make them ready for real/ practices life. Now if academicians themselves are not well-versed in leadership knowledge and skills, how can they inculcate the same in to their students? Teachers, like any other managers, use one or more leadership styles to perform their duties.

The present study was centered to determine that which leadership style (transformational or transactional) can increase the performance of faculty members working in public and private higher educational institutions of Khyber Pakhtunkhwa, Pakistan. In the context of higher educational institutions, several initiatives bring to the forefront the critical role of universities' leadership to adopt appropriate style and to share knowledge in order to perform better so as to meet the expectations of the society.

Based on the results, it could be determined that all the independent and dependent variables are positively and significantly associated with one another. Which indicates that transformational is highly associated with transactional; in the same way, both the transformational and transactional leadership is also significantly associated with employees' performance. So, it facilitates that the transformational leadership also hold the aptitude to encourage their employees to oblige themselves to perform beyond anticipations, while, that the transformational style increases the organization workers towards accomplishing more willingly than just what they had deliberate. At this point, this leadership style clues to the course of changing the followers' value, feelings and objectives for the explicit performance depending on their skills. Moreover, the transformational of

leadership has a beneficial connection with team leadership. Performance of underachieving models can, hence, be enhanced by providing the accurate form of leadership training to the managers of these models.

RECOMMENDATIONS

Keeping in view the results from the current research and the field research of current venture, the following suggestions are recommended as guiding principle growing from the research study for the public and private sector universities in the developing countries like Pakistan:

1. The performance is the mentally complicated problem therefore it is suggested that consistent and proper analysis actions should be used by the university through frequently tracking of the factors which are functioning in the background. This will benefit in attaining the knowledge about the problem to understand the instant clarification thereof.
2. The scientific results show that the part of transformational leadership is much wider and important in both the private and public sector HEIs.
3. It is astonishing that demographic variables of the faculty members have a nominal part in interpreting the efficiency but faculty members have important mean difference on nearly all the demographic with regard to efficiency. It is recommended that some serious initiatives should be released in both the public and private sectors to manage the primary material of the academicians regarding their feelings and efficiency.
4. A crucial commendation will be described for the package of the employee's coaching with an emphasis upon the character improvement. The coaching must highlight upon the efficiency through lessons, classes and team conversations on the nature and effects of feelings in the preparing of the organizational actions including efficiency.
5. The analysis has shown that the teachers desire for superior job prospects in both private and public sector HEIs which suggest that they consider their position in the new institutions much healthier in contrast. Therefore, the regulators in both the public and private sector must make necessary arrangements for the possible preservation of the employees by boosting their efficiency stage.

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