



**The Effect of Transformational leadership behavior on employee performance: mediation role of Employee Engagement (EE):**

(Case study of FDRE Ministry of Agriculture)

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**A Thesis Submitted to School of Graduate Studies of Addis Ababa University for Partial Fulfillment of the Requirements of the Degree of Masters of Science in Management**

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performance:**

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**A Thesis Submitted to Addis Ababa University College of Business and  
Economics, Graduate Studies in Partial Fulfillment of the Requirements for  
the Degree of Master of Science in Management, Specialization in Innovation  
Management and Entrepreneurship**

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**DECLARATION**

I hereby declare that the thesis /Project work/entitled **The Effect of Transformational leadership behavior on employee performance: mediation role of Employee Engagement (EE):** (study on Ministry of Agriculture) submitted to the School of Business and Economics, Addis Ababa University for the award of the Degree of Masters of science in Management is based on my original research work carried out by me myself under the supervision and guidance of Lakew Alemu (PhD). I declare that this study is my original work and has not been submitted earlier in full or in a part there, for the award of other similar degree, Diploma, Fellowship, Associate ship or any other similar titles to this or any other University or Institutions.

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**Statement of Certificate**

**This is to certify that Getaneh G/mariam has completed his thesis entitled “Effect of Transformational Leadership Behavior on employee performance: Mediating role of employee Engagement” study on Ministry of Agriculture is his original work and is submitted for examination with my approval as thesis.**

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Approved by Board of Examiners

**As members of the Thesis Committee for this student, we approve the attached thesis**

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Final approval and acceptance of the thesis is contingent upon the submission of final copy of the thesis to council of graduate studies (CGS) through the departmental or school graduate committee (DGC or SGC) of the candidate.

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## Acronyms

**EP:** Employee performance

**TLB:** Transformational Leadership Behavior

**II:** Idealized Influence

**IM:** Inspirational Motivation

**IS:** Intellectual simulation

**IC:** Individual consideration

**EE:** employee engagement

**KMS:** Knowledge Management System

**HR:** human resources

**ANOVA:** Analysis of Variance

**SPSS:** Statistical Packages for Social science

**SD:** Standard Deviation

**IVF:** Variance Inflation Factor

**$\alpha, \beta$ :** Coefficient of an equation

**$\epsilon$ :** Error

**df:** Degree of freedom

***Effect of transformational leadership behavior on employee performance mediating role of employee engagement: the case of Ministry of Agriculture, Ethiopia***

**ABSTRACT**

**Purpose-** *The aim of this study is to explore the relation between Transformational leadership behavior and employee Performance. It also examines the mediating effect of employee engagement in relation Variables, in the case of FDRE Ministry of Agriculture.*

**Design/methodology/approach-** *Theoretically, leadership is a key antecedent of employee performance and employee engagement the research used Equity theory is selected by the researcher because this theory was used to predict the individual relation, idealized influence, inspirational motivation, intellectual simulation, engagement and performance of employees. Both primary and secondary data were used. Simple random sampling was solicited response from selected 294 respondents. A quantitative research design was adopted. This study used two sampling stage. The first on is to sample out the organization's (strata's) from the organization and secondly the number of respondents within the organization. Data were collected from the sample of 294 from the organization through standard questionnaire. Descriptive statistics, correlation, regression analysis and mediation analysis were used to analyze the data with the aid of SPSS version 20. And additionally, Hayes process procedure model Version 3.4 was used for computing and the mediation analysis.*

**Findings-** *the study finds that engagement has a mediating effect of the relationship between transformational leadership behaviors on employee performance. Results showed that, all idealized influence, inspirational motivation, intellectual simulation, individual consideration and employee engagement were significant on the employee performance. Moreover, the findings indicated employee engagement mediates the relationship between transformational leadership behavior and employee performance.*

**Recommendation-** *that Ministry of agriculture Transformational leadership should be taught to all people at all levels of organization to have a positive impact on the overall performance.*

**Limitation-** *Only one Ministry organization are included in the sample and only focused on one leadership behavior (transformational leadership behavior).*

*Key words: Transformational leadership, employees' performance, employee engagement*

# Chapter One

## 1. Introduction

### 1.1. Background of the study

The comprehension of the concept and even the definition of leadership style vary among different scholars. For instance, authors in various human endeavors such as politics, social works, academics and even business utilize the term to connote different meanings and expectations (Yusuf, M.O. Muhammad, U.D kazeem,A.O,2014) numerous substitutive ways to conceptualize and exercise leadership have had a profound influence on how managers and CEOs run organizations. Transformational leadership style explains how leaders change teams or organizations by creating, communicating, modeling a vision and inspiring employees to strive the intended vision (Mesahne, S.L & Von Glinow, M.A, 2003). These behaviors imply that the motivational basis of transformational leadership is process of changing the way followers envision themselves (Lord, R.G, & Brown, D.J. &Shamir,2004).According to Kiue (2010), the behaviors of top level have significant impact on the organization. Studies on the leadership level have been independently investigated & have been shown to significantly influence employee behaviors (Casico, Mariados, & Mouri, 2010).

Furthermore, in these studies, it has been determined that the type of leadership style in an organization largely contributes to its success or failure. (Yusuf, et.al,2014),notes that organizations in the world today are realizing that, adequate achievement of businesses short & long term aims & objectives , as well as optimum employees performance and effectiveness mainly depend on the leadership style followed. To this effect, management should give full devotion to leadership style. Consequently, leadership has been a critical subject of examination over the years by diverse scholars in an endeavor to find and or develop the most effective type and style for example employee performance, (Den & Paul, 2011). Quite big body of literature exists in justifying the effect of leadership in an according to (Yusuf, M.O. Mohammed, U.D kazeem,A.O,2014),leadership style in an organization is one of the critical factors that play important role in enhancing or impeding the interest and commitment of the employees in the organization. Therefore we cannot ignore the value of leadership style in any establishment.

The new leadership approach also referred to transformational leadership was a major area of research from the 1980s on ward. Transformational, charismatic ‘leaders’ visionary or value-based, transforming, inspirational are terms majorly used to refer to this leadership approach. Often, Transformational and charismatic are the mainly used terms,( Hunt,1999). Theories on this style of leadership attempt to elucidate how particular leaders achieve remarkable levels of admiration, loyalty, trust, dedication, follower motivation and performance. In addition, they

further explain how these or some of these leaders manage to succeed in leading their organizations or achieving outstanding performance. while comparing houses path goal theory with his 1976 charismatic theory. It was clear that the path- goal theory illuminates on how followers need and conditions determine leader behavior, (House, Del becq, & Taris, 1998). On the other hand the charismatic theory focuses on how leaders change people rather than respond to them. Another difference was that where in path goal theory leaders are effective when they complement, the new leadership focuses more on changing and creating the environment,( House, R.J, 1996).

In Ethiopia few studies like a study conducted on Leather companies in Ethiopia by Bekele Shibiru (2011), research conducted on Dashen Bank by Mohammed (2016) and research conducted on program for appropriate technology to health by Fasik (2016) exist so far. But there was a considerable research gap on the effect of overall transformational leadership behavior on employee performance through the mediating role of employee engagement; in public sector setting. Therefore, with due consideration of the mediating role of employee engagement, the current study will be conducted on one of the public sectors which is the ministry of Agriculture, Ethiopia.

Ministry of Agriculture is one of the oldest public organizations in Ethiopia which was established in 1907 E.C during the regime of emperor Minilik the second. Based on the information of Human Resource Directorate, the ministry is a very large organization having one minister, four state ministers, two director general and 48 directorates with nearly 1050 permanent employees.

Agriculture is one of the back bone of the Ethiopian economy, this particular sector determines the growth of all other sector consequently, the whole national economy. Currently the ministry undertaking various activities to coordinate the actors in the sector by deploying disciplined and well trained human resource. Achieving the mission requires employees which are capable enough with all expertise, skills, experience, diversity and high commitment to implement the agricultural growth and transformational plan. Equivalently, the leadership style which is fundamental for employee engagement is climacteric for the organizational success.

There for, the study will help this particular organization to have the opportunity in understanding the effect of leadership behavior on employee performance through the mediating role of & the institution practically improve leadership style practice make their employees performed better.

## **1.2. Statement of the problem**

Transformational leadership is an updated form of leadership where the leader works with employees to identify the needed change, creating a vision to guide the change through inspiration and executing the change in tandem with committed members of the group (Riggio & Conger, 2008). However, good leaders must understand that positive relationships with all organizational stakeholders are the gold standard for all organizational efforts. Good quality relationship built on respect and trust are the most important determinants of organizational success. As the performance of an organization was dependent on the quality of relationships among the workforce at all levels of the organization it was essential to discuss the concept of individual performance.

Employees' performance was the most important determinant in organizations, which without best performance, the goals and objectives may not be attained. Several studies have been conducted on the roles that good leaders can play in achieving increased employee job performance. A good leadership may play in a catalytic role in the relationship between organizational culture employee outcomes and an atmosphere for good relationship to flourish, which will ultimately leads to increased employees job performance (toor & Ofori, 2009).

An organization needs employees who are loyal hard workers; with full dedication to achieve the organizations objectives and lead higher organizational performance (Armstrong, 2009). According to Millcorvich & Bondream (1997) employee performance shows the degree to which employee does accomplish work requirements. This makes performance was a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita,2000). Kehinde and Banjo (2014) emphasized to the importance of leaders in an organization; in today's competitive environment, organizations expand globally and face a lot of challenges in meeting their objectives and chase to be more successful from others.

According to Macey et.al employee engagement can be a source of sustainable competitive advantage. Employee engagement was described as one of the key determinants in nurturing and escalating level of employee performance. Highly engaged employees are found to have passion for their job and believe that they have deep connection to their organization.

They yield positive energy, perception & attention in to their job which lead to effective & efficient performance. In their study they found out that, employee engagement is essential for an organization in order to obtain higher productivity and higher performance. In today's competition world of business, employee engagement can be acquired optimistically in conjunction with a strong leadership style to produce higher employee performance.

Several studies have been conducted on the theme of relationship between transformational leadership, employee engagement and performance. In previous studies it was reported that a positive relationship exists between transformational leadership constructs and employee performance (e.g. Shin.S.J & Zhou.J, 2003, & Alamin, 2018).

Another study conducted by Alimo –Metacalfe and Alban –Metacalfe in2008 discovered various positive correlations between leadership scale of their transformational leadership questioner with engagement variables that include organizational and job commitment, motivation and job satisfaction. Other studies like Trevor, 2001, and Tutuncu,O. and Cozak, M, 2007, have proved that employee engagement is positively associated with individual employee performance.

Internationally, although there was a growing body of literature showing the connection among transformational leadership, employee performance, and employee engagement, no research has been conducted on these areas in the context of Ethiopia. However, in developing country like Ethiopia, leaders to adopt contemporary leadership and employee engagement strategies to foster organizational success. Furthermore, they must understand how the leadership behaviors are associated with and employee engagement and performance. Except articles by (Al-Amin, 2018) and (Hee, 2018), most of previous articles are entirely dedicated towards finding out the direct effect of leadership style on performance. But the mediating role of relevant variables like employee engagement in the interaction between leadership style and employee's performance has to be well studied. Bothe articles which have attempted to investigate the mediating role of employee engagement in the interaction between leadership style and employees' performance have based their case studies in Asian countries.

In Ethiopia, limited studies are conducted on the effect of leadership style towards employees' performance; out of which majority of them are done mainly on private sector and profit making organizations (e.g. beyene, 2016, Worku, 2016). This indicates there a clearly observed lack of

studies in the public sector setting. Querying the notion in public sector setting is appealing for threefold reason. First, the fact that. Employees' performances were still a serious problem in public sectors. (Girum Berhanu and worku Mekonnin, 2014). Employees who are working in public organizations are leaving their jobs in search of better opportunities in private sectors. Most of the employees who are staying longer in public organizations do not perform their job well. Prior studies provide evidence for the links between transformational leadership behaviors and employee engagement. Employee engagement in turn associated with positive employee performance (AI- amin,2018).second, institutions in the public sector are the ways which the government meets the people in service delivery and collect relevant information as well. Hence, for successful implementation of government policies, these institutions have to deliver to the people's expectation. Third, in contradiction to the previous fact, service deliveries in public sector institutions are main source of complain by the people. Public service organizations have serious problems on service delivery to the public and they are not able to meet their goals and objectives (Girum Berhanu and Worku Mekonnin, 2014). Therefore, it can be understood that digging into the relationship between components of transformational leadership and employee performance is desirable by researchers.

Therefore this research will fill the gap of missing studies in Ethiopian public sector setting. in addition this article will add value by specially exploring the mediating role of employee engagement in the relationship between components of transformational leadership and employees' performance in FDRE ministry of agriculture.

### **1.3. Research Questions**

The study will address the following research questions:

1. What is the effect of components of transformational leadership on employees performance
2. Does employee engagement mediate the relationship between components of transformational leadership (Idealized Influence, Individualized Consideration, Intellectual Stimulation and Inspiration Motivation) and employee performance

## **1.4. Objective of the Study**

### **1.4.1. General Objective**

The general objective of the study is to examine the mediating role of job engagement in the relationship between components of Transformational leadership behavior and employees' performance in the case of the FDRE Ministry of Agriculture.

### **1.4.2. Specific Objectives**

The specific objectives of the current study are:

1. To identify whether 'Idealized Influence' has a significant effect in predicting employees' performance.
2. To examine whether 'Individualized Consideration' has a significant effect on employees' performance.
3. To investigate whether 'Intellectual Stimulation' has a significant effect on employee performance.
4. To investigate whether 'Inspiration Motivation' has a significant effect on employee performance.
5. To identify whether Supervisory Support has a significant effect on employee engagement.
6. To identify whether employee engagement has a significant effect on employees' performance.
7. To discover the mediating role of employee engagement on the relationship between the independent variables – components of transformational leadership (Idealized Influence, Individualized Consideration, Intellectual Stimulation and Inspiration Motivation) and employees' performance

## **1.5. Significance of the Study**

The study will attempt to assess the current practice of employee's performance in its three dimensions and examine effect of transformational leadership behavior on employee performance mediating role of employee engagement considering ministry of agriculture as a study setting. The result of this study will important for both public and private sectors to

understand the extent to which the effect of components of transformational leadership behavior on employees' performance in the ministry.

It also will help the managers and employees of MoA to have clear understanding of transformational leadership behavior that improve performance of employees to their organization. Thus, it is very important that ensuring to have highly performed employees might help Ministry of Agriculture to meet the strategic objectives and goals outlined in implementation of GTP II plan.

It also will provide information for policy makers and help human resource managers understand employee's performance in public sector setting. Moreover the study will help the institution practically improve transformational leadership behavior practice make their employees' performance.

The study may also contribute to the existing literature through identifying the relationship between transformational leadership behaviors on employee's performance mediating role of job engagement empirical evidence in Ethiopian context is an important addition for the literature as well. It will serve as base for interested researchers on the issue in conducting future detail study in the area, in wider scope. Besides, the study will also be helpful for the researcher understanding circumstances concerning effects of TLB on EP in the organization.

## **1.6. Scope of the Study**

Comprehensive understanding of an object demands researching an object of the study from every aspect and whole life and in every situation. However, in reality it's not possible to go through the width and breadth of every aspect of an object of a study. Rather researcher often set a limit for their study conceptually, methodologically and geographically. Same is done here.

Conceptually, Human Resource Management is broad concept but the study will be delimited to take transformational leadership behavior as an independent variable and employee's performance as dependent variable and Job engagement as the mediator.

Methodologically, the study will use quantitative approach (cross sectional survey method). The rationale behind using quantitative approach is because of its most appropriateness to address the

research questions by using numerical data. The common techniques of collecting quantitative data are the survey method. Questionnaire will be developed and used to collect data. Since employees with service of under one year are not matured enough to reflect the level of organizational commitment, only permanent employees who have service years of above one year are going to be included in this study .

Geographically, the Ministry of Agriculture is a very large public organization having four State Ministers and 48 Directors, with nearly 1050 permanent employees and 15 reporting organization those existing in Addis Ababa and outside of it. Moreover, the Ministry plays a major role and has the responsibility for designing development policies, strategies, rules and regulations including monitoring and evaluation for different agricultural sectors of federal regional, zonal and Woreda level. Because of time and resources limitations, it is difficult to cover all reporting institutions found at federal and regional level. Therefore, the study will be delimited to the head of the Ministry of Agriculture located in Addis Ababa.

## **1.7. Definition terms**

**Leader:** Person in charge and accountable for employees performance (Riggio and conger, 2008).

**Transformational Leadership:** Style of leadership where the leader works with employees to identify the needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of the group (Riggio and conger, 2008)

**Employee Performance:** Ability to achieve the set objectives within the required timelines and parameters (Yusuf, Mohammed and Kazeem, 2014).

**"Idealized influence"** is defined as having transformational leaders who behave in ways that result in their being role models for their followers. These leaders are admired, respected and trusted. Followers identify with the leaders and want to emulate those. (Bass, 1999).

**Individualized Consideration:** Socio-emotional support given by leader to his/her followers, in response to their specific needs, which promotes their development and empowerment (Riggio and conger, 2008).

**Intellectual Stimulation:** Development of new and different solutions to common problems and conducting work in new ways (Yusuf, Mohammed and Kazeem, 2014).

**Inspiration motivation:** It's the promotion of the leader to the members about a consistent vision, which offers them a set of values that provide a meaning .Members invest considerable effort to achieve their tasks having a firm belief in their abilities.

**Work engagement:** “Work engagement is a positive, affective-motivational state of fulfillment that is characterized by vigor, dedication, and absorption” Schaufeli et al. (2001)

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

#### 2.1. Transformational leadership

Transformational leadership was developed by Bass in 1985 on account of stating behavior and characteristic to provide organizational change and stability while transformational leadership is comprised of idealized influence, individual consideration, intellectual stimulation, and inspirational motivation (Bass B. , 1990). Transformational leaders try to persuade followers that they are powerful enough to cope with individual needs and personal development which turns out to establish close relationship with employees. Leaders pay attention more special, motivated and encouraged. By this way, there is an enhancing effect on the success of employees (Greenberg & Baron, 2000).

Transformational leadership is also explained for displaying higher to come to terms with team mission and goals and also the continuity of this process. Leaders encourage employees to see beyond what they already have (Bass, 1990) the transformational leader motivates its team to be effective and efficient. Communication is the base for goal achievement focusing the group in the final desired outcome or goal attainment. This leader is highly visible and uses chain of command to get the job done. Transformational leader is always looking for ideas that move the organization to reach the company's vision (Burns, 1978). This type of leader sets criteria for their workers according to previously defined requirements. Performance reviews are the most common way to judge employee performance. Transactional, or managerial leaders work best with employees who know their jobs and are motivated by the reward- penalty system.

The status quo of organization is maintained through transactional leadership. (Burns, 1978) first introduced the concept of transformational leadership in his descriptive research on political leaders, but this term is now used in organization psychology as well. According to Burns, transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of moral and motivation". Burns related to the difficulty in differentiation between management and leadership and claimed that differences are in characteristics and behaviors. He established two concepts: "transforming leadership" and transactional leadership". According to Burns, the transforming approach creates significant change in life of people and organizations. It redesigns perceptions and values, and changes expectations and aspirations of

employees. Unlike in the transactional approach, it is not based on a “give and take” relationship, but on the leader’s personality, traits and ability to, make a change through example, articulation of an energizing vision and challenging goals. Transformational leaders are idealized in the they are a moral exemplar of working towards the benefit of the team, organization and /or community. Burns theorized that transforming and transactional leadership was mutually exclusive styles. Transactional leaders usually do not strive for cultural change in the organization but the work in the existing culture while transformational leaders can try to change organizational culture.

Another researcher,(bass, B.M., 1985)extended the work of (burns, 1978)by explaining the psychological mechanisms that underlie transforming and transactional leadership; bass also used the term “transformational “ instead of “transforming.” Bass added to initial concepts of (Burns, 1978) to help explain how transformational leadership could be measured, as well as how it impacts follower motivation and performance. The extent, to which a leader is transformational, is measured first, in terms of the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcome s occur because the transformational leader offers followers something more than just working for self-gain; they provide followers with an inspiring mission and vision and give them an identity. The leader transforms and motivates through his or her idealized influence (earlier referred to as charisma), intellectual stimulation and individual consideration. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful. Finally, in contrast to burns, bass suggested that leadership could simultaneously display both transformational and transactional leadership. According to (Yukl, 1994) the range of leadership introduces four elements of transformational leadership:

***Idealized influence*** (II). Transformational leaders behave in ways that allow them to serve as role models for their followers. The leaders are admired, respected, and trusted. Followers identify with the leaders and want to emulate the; leaders are endowed by their followers as having extraordinary capabilities, persistence, and determination. Thus, there are two aspects to idealized influence: the leader’s behaviors and the elements that are attributed to the leader by

followers and other associates. These two aspects, measured by separate sub factors of the MLQ, represent the interactional nature of idealized influence- it is both embodied in the leader's behavior and in attributions that are made concerning the leader by followers. A sample item from the MLQ that represents idealized influence behavior is "The leader emphasizes the importance of having a collective sense of mission." A sample item from the idealizes influence attributed factor I "the leader reassures other that obstacle will be overcome." In addition, leaders who have a great deal of idealized influence are willing to talk risk and consistent rather than arbitrary. They can be counted on to do the right thing, demonstrating high standards of ethical and moral conduct.

***Inspirational motivational (IM)*** Transformational leaders behave in the way that motivate and inspire those around them by providing meaning and challenge to their work. Team spirit is aroused. Enthusiasm and optimism are displayed. Leaders get followers involved in envisioning attractive future states; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision. A sample MLQ item for IM is "the leader articulates a compelling vision of the future." Idealized influence leadership and inspirational motivation usually from a combined single factor of charismatic-inspirational leadership theory (Bass & Avolio, 1993a; House, 1977)

***Intellectual stimulation (IS)***. Transformational leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. Creativity is encouraged. There is no public criticism of individual members' mistakes. New ideas and creative problem solutions are solicited from followers. Who are included in the process of addressing problems and finding solutions. Followers are encouraged to try new approaches, and their ideas are not criticized because they differ from the leaders' ideas. A sample item from the MLQ that represents intellectual stimulation is "the leader gets others to look at problems from many different angles."

***Individualized consideration (IC)***. Transformational leaders pay special attention to each individual follower's need for achievement and growth by acting as a coach or mentor. Followers and colleagues are developed to successively higher levels of potential. Individualized consideration is practiced when new learning opportunities are created along with a supportive climate. Individual difference in terms of needs and desires are recognized. The leader's

behavior demonstrates acceptance of individual differences (e.g., some employees receive more encouragement, some more autonomy, other firmer standards, and still other more task structure). A two-way exchange in communication is encouraged, and “management by walking around” workspaces are practiced. Interactions with followers are personalized (e.g., the leader remembers person rather than as just an employee). The individually considerate leader listens effectively. The leader delegates tasks as a means of developing followers. Delegated tasks are monitored to see if the followers need additional direction or support and to assess progress; ideally, followers do not feel they are being checked on. A sample MLQ item from the individualized consideration scale is “the leader spends time teaching and coaching.”

## **2.2. Employee engagement**

(Kahn W. A., psychological conditions of personal engagement and Disengagement at work, 1990) After he conducted a study on a psychological condition of employee engagement and disengagement in summer camp counselors and staff at an architecture firm he found that there were three psychological conditions related with engagement and disengagement at work. These psychological conditions are: meaningfulness, safety, and availability. Together, the three conditions shaped how people inhabited their roles. And he also explains what the personal, work related and organizational factors that contribute for each of the psychological condition of employee engagement.

**Psychological meaningfulness:-** psychological meaningfulness arise when the person felt that he is receiving a return in the form of different element for the investment of his physical, cognitive and emotional self to the job. In psychological meaningfulness an individual believes he can make a difference and his job will help others and felt significant for his job. Lack of meaningfulness is connected to people’s feeling that little was asked or expected of their selves and that there is little room for them to give or receive in work role performance. This prompts that employee will be engaged when he feels that his work gives him meaning, which means an individual has purpose, destiny and anticipated return that makes him to strive toward a role performance. (Kahn W. A., psychological conditions of personal engagement and disengagement at work, 1990)

He additionally state job characteristics, role characteristics and work interaction to be positive predictors of meaningfulness and meaningfulness is found to have the strongest relation to different employee outcomes in term of engagement.

(Oldham & Hackman, 2010) on their discussion of job design articulate that, the three characteristic of job (skill variety, task significance and task identity) proposed, will contribute to the experienced meaningfulness of the work. When these three psychological states were present that is, when jobholders experienced the work to be meaningful, felt personally

Responsible for outcomes, and had knowledge of the results of their work they would become internally motivated to perform well.

The relationship an individual have with families. Groups and organizations will create contexts in which people feel more or less safe in taking the risk of self-expression and engaging the processes of change. In the two studies, situations promoting trust were predictable, consistent, clear, and nonthreatening; people were able to understand the boundaries between what was allowed and disallowed and the potential consequences of their behaviors, when situations are unclear, inconsistent and unpredictable, or threatening, personal engagement is deemed too risky or unsafe (kahn W.A., psychological conditions of personal engagement and disengagement at work, 1990).

Psychological safety is associated with elements of social systems that created more or less nonthreatening, predictable, and consistent social situations in which to engage. From his study (kahn W.A., psychological conditions of personal engagement and disengagement at work, 1990) found that rewarding co-worker and supportive supervisor relations were positive

Predictors of safety. May et al, (2004) also Indicate Individuals feel safe “when they perceive that they will not suffer for expressing their true selves at work. In a safe environment, individuals understand the boundaries surrounding acceptable behaviors. However, unsafe conditions exist when situation are ambiguous, unpredictable and threatening.

Psychological Availability :- Psychological availability is the sense of having the physical, emotional, or psychological resources to personally engage at particular moment. It measures how ready people are to engage give the distraction they experience as members of social

systems. In this study, people were more or less available to place their selves fully into role performances depending on how they coped with the various demands of both work and network aspect of their lives. This psychological dimension interestingly states it's not only the job or the organization that matter but, psychological dimension interestingly stated it's not only the job or the organization that matter but, And the impact of the work context and organization also determined given the personal resource an individual possess (kahn W. A., Psychological Condition of Personal Engagement and Disengagement at work, 1990).

Kahn W. A., Psychological Condition of Personal Engagement and Disengagement at work, 1990). Also propose the individual elements that measure psychological availability as : depletion of physical energy, depletion of emotional energy, individual insecurity and outside lives, So individual with depletion of physical and emotional energy and who feels insecure with his environment will withdraw himself from his roles and become difficult to avail him to the expected role.

May, Gilson and Harter (2004) conduct study on (Kahn W. A., Psychological Condition of Personal Engagement and Disengagement at work, 1990). Meaning fullness. Safety and availability model and found that all three psychological conditions exhibited significant positive relations with engagement.

However (Kahn W. A., Psychological Condition of Personal Engagement and Disengagement at work, 1990). Fails to explain how those psychological conditions combined and what level of each condition is needed to personally engage? What if the individual have strong meaningfulness and the same time fell unsafe? What is the hierarchy of the psychological conditions? And which one (meaningfulness, safety, availability) is more contribute to personal

engagement? How they compensate each other? These questions should clearly get answered, because sometimes individuals may not inclusively have feeling of meaningfulness, safety and availability at the same time.

The other concept worthy dealing is the concept by (Schaufeli, Salanova, & Gonzalez-Roma, 2002) which defines engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. Employees become more engaged when they feel the work they do is meaningful and work that make them feel safe and when employee is psychologically available on his work.

Vigor:- is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties.

Dedication:- is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. Dedication is similar to job involvement and include high levels of psychological identification with one's job, however it goes beyond traditional conceptions of involvement as a cognitive state to include an affective state or a strong feeling of involvement (Wittemeyer, 2013).

Absorption :- Is characterized by being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. (Csikszentmihalyi, 1990), added that Being fully absorbed in one's work comes close to what has been called flow, a state of optimal experience that is characterized by focused attention, clear mind and body unison, effortless concentration, complete control, of self-consciousness, distortion of time, and intrinsic enjoyment.

To criticize this study: the study didn't clearly shows the different organizational job and personal factors leads to the proposed three engagement dimensions ( absorption, vigor and Dedication) and the relationship between them. The other Weakness with this argument developed by ( Schaufeli W.B.,2002) And its measurement Utrecht work Engagement Scale ( Schaufeli W.B, 2002), that measures the vigor, adaptation and dedication dimensions of work engagement, is that its more narrowly emphasize to work engagement, which is the single construct of employee engagement (Schneider & Macey, 2008)

Furthermore ( Schaufeli W.B, 2002), indicate that the conceptualization by (Kahn W.A., Psychological Conditions of Personal Engagement and Disengagement at work, 1990) and ( Schaufeli W.B, 2002), that define engagement its own right and agree that it entails a behaviors-energetic (Vigor), an emotional (Dedication), and a cognitive (absorption), and a cognitive (absorption) component, which explain both conceptualization avail the same concept

### **2.3. Employee Performance**

Employee performance is defined as defined as the successful execution of work by employees, as defined and evaluation according to set standards, while effectively utilizing resources provided in a changing environment (kyrgidou & Spyropoulou, 2013) Employee performance means the extent to which an individual does the task assigned to them. Employee performance is associated with the achievement of individual goals and objectives (Dirisu, Iyiola, & Ibisunni, 2013). The authors further state that, employees are perceived to be well performing when employees efficiently archive organization's defined goals and objectives, (Kyrgidou & Spyropoulou, 2013) Acknowledge that performance management has a critical role in enhancing performance in individuals by offering feedback, defining goals and accomplishing them, (Dirisu, Iyiola, & Ibisunni, 2013) Also note that performance contributes to growth and success of the organization, with focus on combining competencies and expertise of employees with Organizational goals and objective. (Shardraconis, 2013) Observed that there is a critical relationship between employees performance and leadership style, It is noted that employees who believe that they are respected and treated respectfully by their employers are more likely to be better performance in their respective jobs due to their positive motivation that leads to their loyalty to their organization . (Gavrea, Ilies, & Stegorean, 2011 in their study note that increasing and sustaining employees' performance is dependent on the leadership in the organization. It requires a seamless combination of investment, time, commitment and effort to accomplish the organization mission and vision. Leaders need to have the requisite skills to enhance employee performance which include : involving employees in shared goals setting, clarifying, roles, and providing systematic performance feedback (Shardraconis, 2013)

## **2.4. The relationship between employee engagement and employee performance**

There was some confusion as to whether engagement leads to performance, or performance leads to engagement. Marcus Buckingham carried out few longitudinal studies in this area and found that engagement clearly leads to performance; the connection is four times stronger compared to 'performance engages individual employees at work' (MacLeod & Clarke, 2009). A Meta-analysis study carried out by Harter et al., (2006) of 23,910 business units, found that high scoring units with highly engaged employees experienced 31-51 percent higher customer advocacy and profitability – compared to the low scoring disengaged business units. Another study accomplished by Gallup of 89 organizations found that high scoring organization had 2.3 times higher earnings per share compared to below average or low scoring organization. The findings of Gallup were supported by a towers Perrin global study in 2006 of 664,000 individual from 50 companies. The towers Perrins survey found a noticeable difference between engaged and disengaged employees. Highly engaged employee achieved 19.2 percent higher operating income, while companies with disengaged employee saw a decline in operating income of 32.7 percent (Towers, 2006). After a couple of years, the recent Watson Wyatt (2008/2009) study of 115 companies found that employees with higher levels of employee engagement experienced four times higher financial performance compared to organization with poor levels of engagement.

70 percent of engaged employees believe that they possess a good idea of how to satisfy customers' desire, while only 17 percent disengaged employee have the same belief regarding customer satisfaction (right management, 2006). There is a correlation between employee engagement and staff advocacy as well (Gallup, 2003; Ipsos MORI, 2008). 67 Percent of engaged employees highly advocate their organization, whereas only 3 percent of disengaged employees do the same (Gallup, 2003)). Similarly, the Ipsos MORI study (2005) of public organization found that employees with high levels of engagement turnover; there is also a strong correlation between individual employees' intention to leave and engagement constructs, such as organizational commitment and job satisfaction (CLC,2004; Lockwood, 2006; Tutuncu and Kozak 2007; Robinson and Barron, 2007). Several studies have shown that organizational commitment strongly affects employee turnover (Cohen, 1993; Bishop et al., 2002).similarly,

Past research also examined the relationship job satisfaction and employee turnover intention; and identified job satisfaction as a key predictor of employee turnover intention (Trevor C. O., 2001). The observation was supported by a study conducted by the CIC in 2004. The CLC (2004) study found that 87 per cent of engaged employees were reluctant to quit. Another study carried out by DDI (2005) of Further 100 manufacturing companies, point out that highly engaged employees had a 4.8 percent turnover rate against 14.5 percent of disengaged employees. At the same time, employees engagement is also a strong predictor of an individual employees' sickness level. According to the research by (Gallup, 2003), engaged employees take 2.7 days sickness leave, while disengaged employees are found to task 6.2 days sickness leave per year. Therefore, through different studies, it has been proved that employee engagement is positively associated with individual employee performance.

## **2.5.The relationship between transformational leader behavior and employee engagement**

Theoretical work has demonstrated the significance of transformational leadership in the context of engagement (Macey & Schneider, 2008). As mentioned earlier, the concept of transformational leadership is consisted of four important components (Bass B.M., 1997) They have been briefly outlined again for ta sale of discussion in the context of employee Engagement. The components are idealized influence, in which followers are positively influenced to trust and identify their leader; inspirational motivation, by which leaders involve inspiring and challenging the follows in their activities ; intellectual stimulation, in which leaders stimulate followers' adaptively and creativity in a blame free setting ; And individualized consideration, in which leaders customize the effort levels and support followers' specific needs to achieving the goals and growth (Bass, 1985). These leadership traits have links with engagement constructs. For example, faith in the leader, support from the leader, and developing a blame-free culture are elements of psychological safety, which fosters employee engagement at work (Kahn, 1990). Furthermore , the experience of meaningful work is a antecedent of engagement , through psychological meaningfulness (Kahn W. A., Psychological conditions of personal engagement and disengagement at work. 1990). In addition to these,

intellectual stimulation produces adaptively and proactivity which are components of engagement (Macey & Schneider, 2008). (Atwater & Brett, 2006) Study also closely examined the relationship between leadership behaviors and employee engagement. This study focused on 360-degree feedback

(Multisource feedback in which sources include peers, subordinates, and supervisors) and engagement over two measurements. From multisource feedback three leadership traits have been investigated, namely employee development, consideration, and performance-orientation, in which the employee development and consideration were considered as relationship-oriented and performance-oriented was leaders based on these three traits was positively associated with the enhancement in employee engagement. Therefore, (Atwater & Brett, 2006) study links task- and relationship-oriented leadership behaviors measured by a 360-feedback instrument with a measure of engagement. Another study conducted by Alimo-Metcalfe and Albban-Mercalfe in 2008 discovered various positive correlations between leadership scale of their transformational leadership questionnaire with engagement Variable that include organizational and job commitment, motivation and job satisfaction. Here the leadership scales are primarily more of relationship-oriented such as showing genuine concern and acting with Integrity. Task-oriented scales are available as well such as problem-solving and effort acceleration. Their outcomes suggest that various relationship and task-oriented leader behaviors are strongly linked with employee engagement. In summary, previous research studies suggest that leadership behaviors should be positively linked and correlated with employee engagement.

## **2.6.The relationship between Transformation Leadership and performance**

At the time of its inception, one of the most promising aspects of transformation leadership was its hypothesized relationship with employee performance (Bass, B. M., 1985) Nearly three decades of transformational leadership research has supported this hypothesis, and several more recent meta-analyses have lent strong evidence to the idea that followers of transformational leaders display high levels of Performance (see: (DeGroot, Kiker, & Cross, 2000); (Judge & piccolo, 2004); (Wang, Court right, & Colbert, 2011)). However, & Cross, 2000); (Judge & research on this topic has come a desire to know why transformational leaders bring about higher levels of performance Though three are a number of different theories as to how transformational leader elicit above-average performance from their followers, there exit

some commonalities throughout the literature. These common findings have mainly focused on the idea that transformational leaders increase their followers' levels of motivation by igniting personal change within them. For example, (Bass, B., 1997) claims that transformational.

Leaders boost their followers' sense of self-worth through treating each follower as an individual (individualized consideration) and by framing their work as meaningful (intellectual stimulation). This sense of self-worth that transformational leaders nurture is a key motivator that acts to commit the follower to a specific performance goal (Shamir, 1991). Additionally, (Bass, B. M., Avolio, B. J., 1993) found that transformational leaders increase their followers' levels of motivation and self-efficacy through inspirational appeals (inspirational motivation) and clear communication of high performance expectations (Idealized influence). These leader behaviors establish organizational norms that foster follower initiative, achievement-oriented behaviors, and goal-attainment (Masi & Cooke, 2000) thereby leading to a culture that focuses on follower performance on a variety of tasks over time, which is although referred to as task performance in that it deals with core job duties (Wang, Law, Hackett, Wang & Chen, 2005), is not the same as performance on a specific task, which fails to incorporate variety over time. This distinction is crucial because follower performances could very well taper off based on how the task is presented by his or her leader. Therefore, the idea that transformational leaders influence their followers to achieve outstanding performance appears to be substantiated, but much less is known as to whether these leaders can successfully influence their followers to achieve exceptional performance on specific, day-to-day tasks. (Larsson & Lundholm, 2010) Lament the lack of leadership research focusing on everyday interactions, claiming that leadership is nurtured through such discursive moments between leader and follower. This section explores why this gap in the literature may exist, as well as why examining this relationship may be useful from a practical and theoretical perspective.

## **2.7. Theoretical review**

Institution experienced different challenges, and the level of challenges varies from federal level to regions and it is more acute at public service institutions of regional levels. As stressed by some writers the major problem related to organizational performance in one way or the other were highly related to lack of transformational leadership.

Herman H.M. Tse, Warren C.K Chiu (2011) conducted a study among transformational leadership and job performance: a society identity perspective, underlying process through which transformational leadership influences creative behavior and organizational citizenship Behaviors. The model is tested with data from a sample of 250 front-line employees and their immediate managers working in five banks in the people's republic of china. Researchers found that results suggest that group-focused transformational leadership affects OCBI and OCBG through the mediating role of group identification rather than through individual differentiation. Furthermore, individual-focused transformational leadership determines followers' creative behavior through mediating effect of individual differentiation, rather than through group identification

Shelley D. Dionne Francis J. Yammarino Leanne E. ATWATER William D. Spangler,(2004), "transformational leadership and team performance" , and they conclude transformational leadership theory provides one way to enhance our understanding of team performance. Although the integration of transformational leadership theory into team performance and development is somewhat complex, we can be encouraged in this effort by a large payoff – there are many examples of how transformational leadership has promoted performance beyond expectation (Avolio and Yammarino, 2002; Bass, 1985, 1998, 1990).

Harrell, Melissa, conducted the study of "to find out the Relationships Between leader Behavior, Follower Motivation, And Performance" (2008). And also study if any relation of leadership behavior and follower motivation and performance among a sample of 208 employees was recruited from two central Florida companies was selected and data collected with help of questionnaire. The findings indicate that there is a significant effect of leadership behavior on performance.

Mahffoz A. Ansari & Rashim Shukla (1987) *India Institute of Technology Kanpur* effects of group performance and leader behavior on leadership perception accordingly, Results indicated that ratings on leadership perception were significantly influenced by the interaction between group performance and leader behavior. Certain main effects, as expected, of leader behavior and group performance were also observed. The subjects were 150 male undergraduates of the Indian Institute of Technology Kanpur, India. They were primarily engineering majors. Data were collected during the spring of 1986. The subjects ranged in age from 20 to 24 with an average of 21.25 years. That is, both leader behavior and performance cues had significant effects on

leadership perception. In addition, the interaction between performance cues and leader behavior was significant for all the dependent measurers.

## 2.8. Conceptual Framework

The researcher is able to identify the above four proposed determinants of Transformational leadership and one Moderating Variable. Therefore, based on the overall review of related literatures the following Research framework in which this specific study is governed is developed.

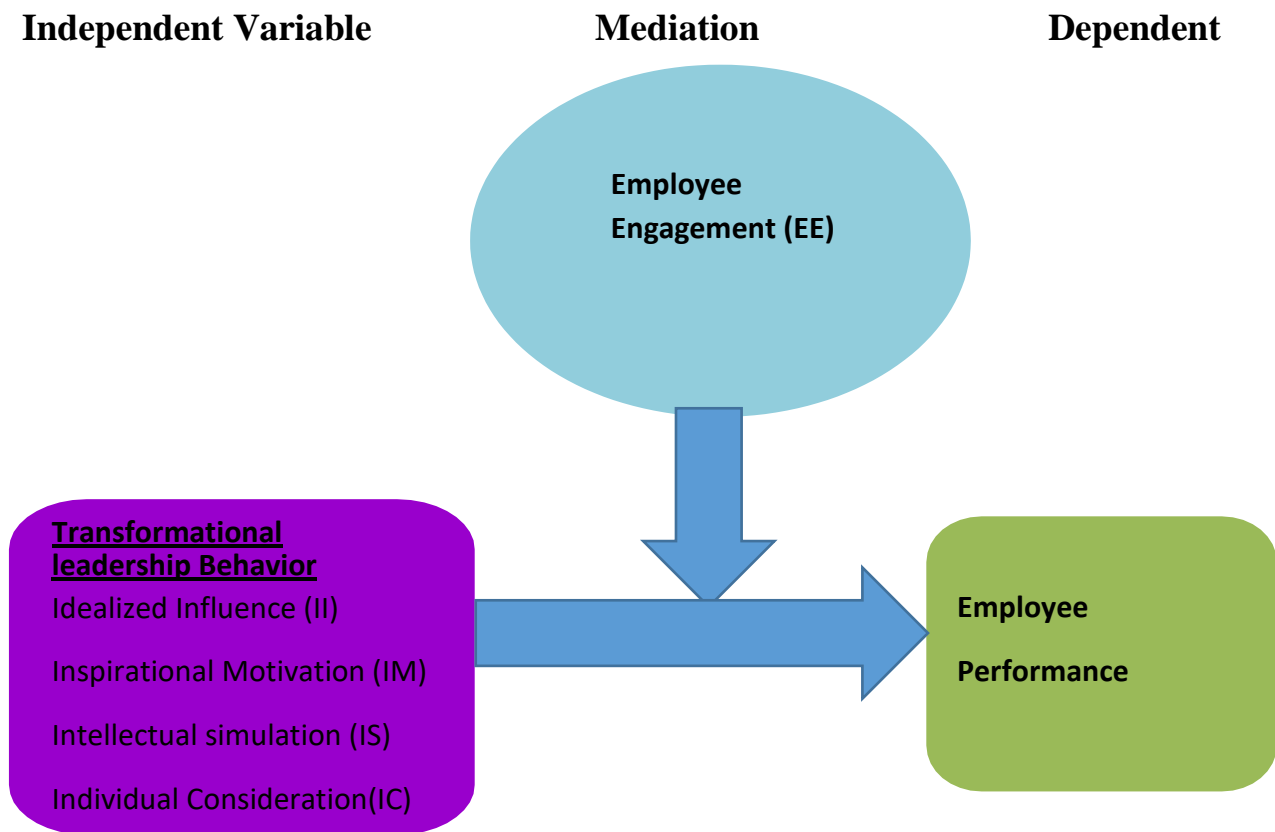


Figure 2.1. : Conceptual frame work

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1. Research Design**

Research design refers to the overall strategy that a researcher chooses to integrate the different components of the study in a coherent and logical way; it constitutes the blueprint for the collection, measurement, and analysis of data (Saunders et al., 2016). The researcher will use explanatory research design in order to identify the effect of transformational leadership behavior on employee performance the mediating role of job engagement. This is because, explanatory research design was appropriate for studies that establish causal relationship between variable.

#### **3.2. Research Approach**

In order to collect relevant empirical data for academic research, an appropriate approaches needs to be considered (Bryman & Bell, 2005; Blumberg et al., 2008). First an inductive or deductive research approach needs to be decided. There after it must be decided to go along with qualitative or quantitative research, or a mixture of both.

Research approaches are plans and procedures for research that cover the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. And the approach selection of a research was based on the nature of the research problem or issue being addressed, the researchers' personal experiences, and the audiences for the study (Creswell, 2014). According to Creswell (2014) certain types of social research problems call for specific approaches. For example, if the problem calls for : the identification of factors that influence an outcome, the utility of an intervention or ,understanding the best predictors of outcomes, then a quantitative approach was best.

Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Kothari, 2004). Therefore, given the nature of data, the problem taken into account and pre-determined objectives in this study, the research design for this study was a cross-sectional descriptive survey type by applying quantitative research approach.

The rationale for the choice of cross sectional descriptive survey method was the fact that this kind of research approach will provide relevant data about the research topic and support to meet the research objective since it involves collecting and analyzing numerical data and applying statistical tests. Hence the researcher believes this kind of approach is appropriate to the research problem identified.

### **3.3. Target Population**

The source population for this study will be all Head office employees of the Ministry of Agriculture. As target population for the study, only employees more than one year of experience within the ministry will be included because of less than one experienced employees are not engaged and not know organizational culture and leaders' behavior. Because of above reason fewer than one year experience employees not appropriate to understand and give useful response about Transformational leadership Behavior and employee's performance about Ministry of Agriculture. The population of the study consists only of employees who are working in the Head office of MoA in Addis Ababa. However, the employees working for MoA at Region Office level were not included in this study.

### **3.4.Data type and source**

While thinking of the data source, there are at least two types of data source the researcher may look for, the primary and the secondary data source. The primary data are those which are collected afresh and for the first time, and thus happen to be original in character. The secondary data, on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process. (Kothari, 2004)

For the sake of this research, the researcher was using both primary and secondary types of data. The primary data will be collected through structured questioner from the selected sample. The researcher will also use some secondary source of data, such as documents for different purpose in the research.

### **3.5. Sampling Technique**

Systematic sampling has few advantages as it can be taken as an improvement over a simple random sample in as much as the systematic sample was spread more evenly over the entire population. It was easier and less costly method and can be conveniently used in case of large populations, since because of the above reason it was not possible to collect data from all its employees because of time, resource, and access to employees. First, by using the list of employees those have more than one year of experience in the Ministry and as per the below formula the computed sample size (n) are 294 respondents.

### 3.6. Sample size determination and selection

To determine the sample size and representative of the target population, the study uses statistical instrument formula. The mathematical formula is adopted from Glenn D. Israel (1992).

$$n = \frac{N}{1 + Ne^2}$$

N=total target population      n= sample size                      e= margin error

The study assumes that the margin of error 5% and confidence level or error free of 95%. Using the above portrayed statistical formula, the sample size of study was determined as follows.

$$n = \frac{N}{1 + Ne^2} = \frac{1112}{1 + 1112(0.05^2)} = \underline{294}$$

Therefore, sample size for targeted population of the study was 294 employees.

### 3.7. Data Collection Method

Data collection method describes all about how data is gathered or collected. There are various methods of data collection such as census, experiment, survey and observation.

In this study, the researcher use sample survey method where structured questionnaires that were compiled for the purpose of this research, with five point Likert scale, were administrated. A survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. From sample results, the researcher generalizes or makes claims about the population (Creswell 2014).

For the purpose of this research, structured questionnaires were compiled /adopted from different previous literature and studies (Saks, 2006; Oldham & Hackman, 2010; May et. al 2004; Bandarkar & Pandita, 2014 and Daniels & McCarragher, 2000) in order to collect the necessary data to answer the research questions.

The first section of the questionnaire contain the demographic characteristics of the respondents were respondents are requested to provide information about their gender, age, Marital status year of service or experience and education level. The second section of the questionnaire contains questions related with each variable in the study.

The items are formed with a 5-point agreement–disagreement Likert format with 1=Strongly Disagree and 5=Strongly Agree and Almost never = Seldom = Sometimes = Often and Almost Always.

Transformational leadership was Measured By 12 items which indicates idealized influence, inspirational motivation, intellectual stimulation and individual consideration adopted from Bass (1990) Employee engagement was measured by 17 items which indicates individuals cognitive, emotional and physical engagement at work adopted from (may et al 2004). Further, employee performance questionnaires were adapted from distinct scales which were developed by Campbell (1990) with 17-items of which Four of the items were directed toward measuring employee task performance, eight measured the contextual performance and The remaining Five measured counterproductive work performance issues.

### **3.8. Data Analysis and Interpretation**

After collecting the distributed questionnaire, data were properly organized and prepared for codification. Following this, the coded data were fed to SPSS software program. The data were analyzed using descriptive statistics (such as mean, standard deviation) to describe the demographic characteristics. In addition to this, descriptive analyses have also been conducted on the level of the Transformational leadership behaviors, Employee Engagement and employee performance.

ANOVA analysis were undertaken to assess the relationship between the demographic variables and Employee Engagement and performance. Correlation analysis statistical tools were employed to examine the relationship between Transformational leadership behavior with

Employee engagement and employees' performance. Moreover, regression analysis was employed to determine the effect of independent variable (Transformational leadership behavior) on dependent variable (employees' performance and Employee Engagement). These statistical tools just mentioned were put to use by applying SPSS version 20.

**Table 3.1. Dependent and Independent Variables**

<i>Instrument</i>	<i>Variables</i>	<i>Scales</i>	<i>Contributed by</i>
Leadership Behavior Questionnaire(LBQ)	Transformational	Idealized Influence Inspirational Motivation Intellectual Stimulation Individual Consideration	Bass & Avolio (1997)
Employee Engagement Questionnaire (EEQ)	Employee Engagement	Employee Engagement	(May, Gilson, & Harter, (2004))
Individual Work Performance Questionnaire(IWPQ)	Employees Performance	Task Performance Contextual performance Counterproductive work performance	Campbell (1990)

### **3.9. Reliability Test**

Reliability is essentially a test by which our measurement method produces stable and consistent result, over instruments and over groups of respondents (Cohen et. al., 2005).

#### **3.9.1. Reliability Test**

Previous related studies which employed similar assessment tool have tested the tool for its subscales reliability and scored medium to high Cronbach's coefficient Alpha. Consequently, to make sure the measurements of variables under this study reliability is conducted for each of the variable under the study (Transformational leadership behavior, employee engagement and employee performance).

As stated by Nunnaly (1978) the closer the reliability coefficient to 1.00 is the better. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable. In this study, all the independent variables and dependent variable, met the above requirement. The alpha value for each variable is identified and summarized in Table-4 as shown below.

**Table 3.2. Reliability Statistics for all Variables**

	Cronbach's Alpha	N of Items
Idealized influence	.804	3
Inspirational motivation	.826	3
Intellectual simulation	.730	3
Individual consideration	.869	3
Employee engagement	.770	17
Employee Performance	.841	17

Source: Own Survey, computed in SPSS, 2020

### **3.10. Descriptive Statistics**

Analysis was made using inductive reasoning to describe the data as well as for the integration, generalization and classification of the data into categories. The descriptive statistical analysis methods were used to analyze quantitative data, first summarize, coded, entered, and analyzed by SPSS Version 20. Descriptive statistics involved using the frequencies command to determine percentiles, measures of central tendency (mean,), measures of dispersion (range, standard deviation) and drawing of histogram, pie plot, scett plot. Moreover, differences between selected

variable were tested using chi-square and ANOVA was applied to test the mean difference among group to test the goodness of the model. Besides, Likert type scale was used, the results obtain from different categories of sample units were interpreted accordingly.

### 3.11. Econometric Model Specifications

The employee’s performance was determined by a host of all independent variables. linear regression analysis was used to capture the causal relationship between the dependent variable and the independent variables. Therefore, multiple linear regression was employed to identify factors influencing employee’s performance employees/ respondents. Following Green (2012), the linear regression models were specified as:

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_k X_k + \epsilon_i, \text{ where}$$

$Y_i$  = the dependent variable

$X_1 \dots X_k$  = independent (explanatory) variables considered to have influence on the  $Y$  variable

$\beta_1 \dots \beta_k$  = Partial regression slopes corresponding to the respective  $X_i$

$\beta_i$  is defined as the rate of change in  $Y$  for a unit change in  $X_i$ , while the effects of the other independent variables remain constant.

The parallel for a multiple regression equation based on sample data is given as

$$Y_i = \alpha + b_1 X_1 + b_2 X_2 + b_3 X_3 + \dots + b_k X_k + \epsilon_i$$

$Y_i$  represents the employee’s performance

$X$  a proxy measure which represents a factor that affects the employee’s performance

$\epsilon_i$  Error term

### 3.12. Statistical and Specification Tests

There are different methods suggested to detect the existence of multicollinearity problem between the model explanatory variables. Among these methods, variance inflating factor (VIF) technique is commonly used and is also employed in the present study to detect multicollinearity problem among continuous explanatory variables. It was defined that VIF shows how the variance of an estimator is inflated by the presence of multicollinearity. The larger the value of VIF indicates the more collinearity among one or more model explanatory variables. As a rule of thumb, if the VIF of a variable exceeds 10 %, it is said be highly collinear and hence requires correlation (Gujarati, 2004).

Mathematically, VIF for individual explanatory variable ( $X_i$ ) can be computed as: -

$VIF(X_i) = 1 / (1 - R^2)$  similarly, contingency coefficient was used to detect the degree of association among discrete explanatory variables. The discrete/dummy variables are said to be collinear if the value of contingency coefficient is greater than 0.75.

### **3.13. Definition of variables**

Once the analytical procedures and their requirements are known it is necessary to identify the potential explanatory variable and describe their measurements and represent them in symbols once the analytical procedure of the study and its requirements are known.

#### **Dependent Variable**

**The dependent variable linear analyses:** This is continuing dependent variable which is defined the effect of transformational leadership on employee's performance mediating role of employee's engagement. i.e. employee's performance by respondents

#### **The Independent Variables**

Those variables which are expected to have influence on the dependent variable are independent variables. The following are the independent variables.

**Inspirational Motivation:** This variable may have positive or negatively influence employee's performance. It one of the principal variables with ought which good performance of employees impossible if not Transformational leaders/supervisor/boss behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work. Team spirit is aroused. Enthusiasm and optimism are displayed. Leaders get followers involved in envisioning attractive future states; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision (Bass, 1990).

**Intellectual Stimulation:** - This variable may have positive or negatively influence employee's performance. Transformational leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. Creativity is encouraged. There is no public criticism of individual members' mistakes. New ideas and creative problem solutions are solicited from followers, who are included in the process of addressing problems and finding solutions. Hypothetically it may have positive or negative relationship with dependent variable.

**Individualized Consideration:** - This variable is one of the main important to the Transformational leaders /supervisor/boss to pay special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor. Followers and colleagues are developed to successively higher levels of potential. Individualized consideration is practiced when new learning opportunities are created along with a supportive climate. Individual differences in terms of needs and desires are recognized. Hypothetically it also has positive or negative relationship with dependent variable.

**Idealized Influence:** - Transformational leaders behave in ways that allow them to serve as role models for their followers. The leaders are admired, respected, and trusted. Followers identify with the leaders and want to emulate them; leaders are endowed by their followers as having extraordinary capabilities, persistence, and determination. Thus, there are two aspects to idealized influence: the leader's behaviors and the elements that are attributed to the leader by followers and other associates. hypothetically this variable may have positively or negatively affect the employee's performance if the supervisor may or may not.

### **Ethical Consideration**

An official letter was written from Department of Management, Business and Economics College, Addis Ababa University to office for the facilitation of the study. Oral and written informed consent were secured from study participant before data collection. Study participants were clearly informed that they can withdraw from the study at any time if they needed to do so. In this thesis relevant literatures were thoroughly reviewed and all sources or materials used for this thesis were properly acknowledged. The rights of each respondent to refuse or answer for few or all questions were respected. Names of study participants were not mentioned in the study report to ensure confidentiality.

## **Chapter 4**

### **4. Data presentation, analysis and discussion**

#### **4.1. Introduction**

In this chapter, the study attempted to examine the Relationship between Transformational leadership behavior and employees' performance: mediating role of Employee engagement. Therefore, the findings of the study were presented and analyzed in this chapter. The questionnaire were developed in five scales ranging from five to one; where 5 represents Strongly agree, 4 agree, 3 Neutral, 2 disagree, and 1 strongly disagree. Therefore the questionnaire developed for this study was likert scale in nature. The study used correlation analysis to measure the degree of association between different variables under consideration Regression Analysis was also used to test the effect of independent variable on dependent variable. For the study, 294 questionnaires were distributed to employees and 274 (93.19%) questionnaire were obtained valid and used for analysis. The collected data were presented and analyzed using SPSS 20 software version.

#### **4.2. Demographic Background of the Respondents**

The demographic profile of the respondents was presented in this section. The personal profile of the respondents was analyzed as per their gender, age, levels of educational achievements, and years of service in the organization and Job classification. Descriptive statistics were performed on the demographic variables as a means of describing the respondents. In addition, statistical test was conducted to investigate the difference of Employee engagement and individual performance.

**Table 4.1. Demographic Background of the Respondents**

Variable	Category	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>	Female	86	31.4	31.4	31.4
	Male	188	68.6	68.6	100.0
	Total	274	100.0	100.0	
<b>Marital status</b>	Widowed	2	.7	.7	.7
	Divorced	9	3.3	3.3	4.0
	Married	148	54.0	54.0	58.0
	Single	115	42.0	42.0	100.0
	Total	274	100.0	100.0	
<b>Age</b>	51-60	12	4.4	4.4	4.4
	41-50	38	13.9	13.9	18.2
	31-40	147	53.6	53.6	71.9
	21-30	77	28.1	28.1	100.0
	Total	274	100.0	100.0	
<b>Job status</b>	Officer	15	5.5	5.5	5.5
	Middle Expert	52	19.0	19.0	24.5
	senior Expert	207	75.5	75.5	100.0
	Total	274	100.0	100.0	
<b>Education level</b>	<b>Masters</b>	103	37.6	37.6	37.6
	<b>Degree</b>	169	61.7	61.7	99.3
	<b>Diploma</b>	2	.7	.7	100.0
	<b>Total</b>	274	100.0	100.0	
<b>Experience level</b>	<b>5.00</b>	2	.7	.7	.7
	<b>4.00</b>	38	13.9	13.9	14.6
	<b>11 years and above</b>	76	27.7	27.7	42.3
	<b>6years- 10 Years</b>	114	41.6	41.6	83.9
	<b>1years-5years</b>	44	16.1	16.1	100.0

	<b>Total</b>	274	100.0	100.0	
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*Source: Own Survey, computed in SPSS, 2020*

As far as the composition of gender concerns the above table (Table 4.1) indicates that In the organization, the majority of the respondents, 188 (68.6.3%) were male, and 86 (31.4 %) are females. for this we can say that the number of males are considerably higher than females in the case area. With regard to age category, the highest number of respondents fall under the age group of 31-40 years, which accounts 147 (53.6%) of the total sample. Accordingly, 77 (28.1%) respondents are at the age of between 21-30 years, whereas, 38 (13.9%) respondents are on the age group of 41-50, 12 (4.4 %) are lies on the age group of 51-60. The least number of respond also found on the age group above 51-60 (4.4 %). In this regard, it can be observed that almost half of the population (67.5%) in the organization is below 40 years of age and from this result we can induce that the majority of employees in the case areas are at the young age group.

From the total respondents, the majority which is about 148 respondents (54.0% percent) is Married, accordingly the marital status survey also make us to know 115 (42.0%) of respondents to be single, 9 (3.3%) divorced and 2 (0.7%) having a widowed marital status which is the lowest category of the sample in the case area.

When we come to employees job status 207 respondents (75.5% percent) is senior Expert and 52 (19.0%) of respondents to be Middle Expert, 15 (5.5%) junior level expert which is the lowest category of the sample in the case area from this result we can understand that the majority of employees in the case areas are senior expert .

In case of educational background, BA/BSc degree holder respondents constitute the highest number with 169 (61.7%), followed by masters holder and above103 (37.6 %) and 2 (0.7) % are diploma holders, Therefore, it is possible to say that academically, majority of respondents, who account 272 (99.3%) of sample respondents hold First Degree and above. To this end, given the organization primary services the education level of the respondents are consistent with the educational level requirement of the organization.

When we come to see the organizational Experience of the respondents, the large number of respondents, 114 (41.6%) stayed 6-10 years in the organization, whereas, significant number of respondents, 84 (30.6%), have experience of between 1 to 5 years .and the remaining 76 of them (27.8%) have an experience between more than 10 years of experience in the organization which is the lowest margin of experience category. In this regard, it is observed that majority of the

respondents (72.2 %) have organizational of less than 10 years. This further tell us that the organization have strength in retaining their employee.

### 4.3. Descriptive Analysis

**Table 4.2. No of valid Responses**

	Employee performance	Employee engagement	Inspirational motivation	Intellectual simulation	Individual consideration	Idealized influence
Valid	274	274	274	274	274	274
Missing	0	0	0	0	0	0

*Source: Own Survey, computed in SPSS, 2020*

About 294 questionnaires have been distributed of which about 274 were successfully returned. Table 4.2 above shows the number of question items properly filled and the dimensions of dependent and independent variables except for employee performance.

**Table 4.3. level of Inspirational motivation**

Values	Frequency	Percentage	Cumulative percentage
1-2	65	23.7	29.8
2-3	88	32.1	76.2
3-4	75	27.3	89.8
4-5	46	16.8	100
Total	274	100	

*Source: Own Survey, computed in SPSS, 2020*

About 3 question items that were related to measuring **Inspirational motivation** of their respective bosses were posed to respondent employees. As can be seen in table 4.3, the bulk majority (32.1%) of the respondents fall within the range of 2 to 3 in a response provided in a Likert scale that ranges between 1 to 5 whose mid-point is 3. Also we can see that a sizable portion of the respondents (23.7%) rated the degree of their bosses to demonstrate inspirational motivational as falling between 1 and 2.

From this we can say that leaders in MoA are not inspired and motivate their employee as only 7.3 percent of the respondents rated them above 4 in a five point scale.

**Table 4.4 level of Intellectual simulation**

Values	Frequency	Percentage	Cumulative percentage
1-2	31	11.3	32.8
2-3	57	20.8	76.6
3-4	122	44.5	88.1
4-5	64	23.4	100
Total	274	100	

*Source: Own Survey, computed in SPSS, 2020*

About 3 question items that were related to measuring Intellectual simulation of their respective bosses were posed to respondent employees. As can be seen in table 4.4, the bulk majority (44.5%) of the respondents fall within the range of 3 to 4 in a response provided in a Likert scale that ranges between 1 to 5 whose mid-point is 3. Also we can see that a sizable portion of the respondents (20.8%) rated the degree of their bosses to demonstrate Intellectual simulation as falling between 2 and 3.

From this we can say that leaders in MoA are not efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. Even they are not encouraging Creativity because of that only 23.4 percent of the respondents rated them above 4 in a five point scale.

**Table 4.5 level of Individual consideration**

Values	Frequency	Percentage	Cumulative percentage
1-2	74	27.1	32.5
2-3	73	26.6	38.1
3-4	82	29.9	62.3
4-5	45	16.4	100
Total	274	100	

*Source: Own Survey, computed in SPSS, 2020*

About 3 question items that were related to measuring **Individual Consideration** of their respective bosses were modeled to respondent employees. As can be seen in table 4.5, the majority (16.4.7%) of the respondents fall within the range of 4 to 5 in a response provided in a Likert scale that ranges between 1 to 5 whose mid-point is 3. Also we can see that a sizable portion of the respondents (29.9%) rated the degree of their bosses to demonstrate **individual consideration** as falling between 3 and 4.

From this we can say that leaders in MoA are gave attention for their follower but that's not enough because (53.7) percent rated them below 3 in a five point scale.

**Table 4.6 level of Idealized influence**

Values	Frequency	Percentage	Cumulative percentage
1-2	8	2.9	10.8
2-3	40	14.6	38.1
3-4	84	30.6	62.3
4-5	142	51.8	100
Total	274	100	

*Source: Own Survey, computed in SPSS, 2020*

About 3 question items that were related to measuring **Idealized influence** of their respective supervisors were modeled to respondent employees. As can be seen in table 4.6, the majority (51.8%) of the respondents fall within the range of 4 to 5 in a response provided in a Likert scale that ranges between 1 to 5 whose mid-point is 3. Also we can see that a sizable portion of the respondents (30.6%) rated the degree of their bosses to demonstrate **Idealized influence** as falling between 3 and 4.

From this we can say that leaders in MoA are role model for them but it's not enough because (48.2) percent rated them below 4 in a five point scale.

**Table 4.7 level of employee engagement**

Values	Frequency	Percentage	Cumulative percentage
1-2	-	-	-
2-3	72	26.3	29.4
3-4	199	72.6	82.8
4-5	3	1.1	100
Total	274	100	

*Source: Own Survey, computed in SPSS, 2020*

About 17 question items that were related to measuring employee engagement of their psychological condition of employee engagement and disengagement. As can be seen in table 4.7, the majority (72.6%) of the respondents fall within the range of 3 to 4 in a response provided in a Likert scale that ranges between 1 to 5 whose mid-point is 3. Also we can see that a sizable portion of the respondents (26.3%) rated the degree of their employee engagement and disengagement as falling between 2 and 3.

**Table 4.8 level of employee performance rating**

Values	Frequency	Percentage	Cumulative percentage
1-2	19	6.9	13.9
2-3	94	34.3	29.4
3-4	155	56.6	82.8
4-5	6	2.2	100
Total	274	100	

*Source: Own Survey, computed in SPSS, 2020*

About 17 question items that were related to measuring employee performance of their task performance and contextual performance. As can be seen in table 4.8, the majority (56.6%) of the respondents fall within the range of 3 to 4 in a response provided in a Likert scale that ranges between 1 to 5 whose mid-point is 3. Also we can see that a sizable portion of the respondents (34.3%) rated the degree of their performance as falling between 2 and 3.

**Table 4.9 Summary of the various dimensions of the study**

	N	Minimu m	Maximu m	Mean	Std. Deviation
II	274	1.00	5.00	3.7068	.88698
IM	274	1.00	5.00	2.7165	.99630
IS	274	1.00	5.00	3.1350	.85830
IC	274	1.00	5.00	2.6727	1.02252
Valid (listwise)	N 274				

*Source: Own Survey, computed in SPSS, 2020*

Table 4.7 above summarizes the reactions of respondents on the various question items that were later associated to the transformation leadership behavior various dimensions addressed in this study. Accordingly, we can see from the table that of the Four components of Transformation leadership behaviors examined in this study idealized influence and intellectual simulation exhibited the similar about (2.9 in a Likert type scale ranging between 1 and 5) in this study the Individual consideration and inspirational motivation is the least components of transformational leadership behaviors. Another thing that can be observed here is the fact that these leadership styles are generally rated to have been exhibited in a rather inadequate level which is not above 3. Though not safe at this point, one can attribute this for the leadership styles that were rated generally at low level.

**Table 4.10 level of employee performance**

5.	N	Minimu m	Maximu m	Mean	Std. Deviation
EP	274	1	5	3.0253	.61236
Valid (listwise)	N 274				

*Source: Own Survey, computed in SPSS, 2020*

There were 17 question items directed toward measuring the performance of employees by way of self reporting. 17 question items were used to measure the task performance, their contextual performance and their counterproductive work performance of employees. As can be seen in

table 4.8 above, employee respondents rated their task, contextual performance and counterproductive work performance at about 3.0253.

#### 4.4. Pearson correlation analysis

Pearson correlation coefficient (r) is a measure of the direction and magnitude of the relationship between two variables. Theoretically, there could be a perfect positive correlation between variables which is represented by 1.0 (plus1), or a perfect negative correlation which would -1.0 (minus 1). The correlation coefficient is a measure of strength of the relationship (among different variables) that lies between -1 and 1 (Wegner, 2012). A correlation test therefore shows either a negative or positive relationship, which can either be weak or strong , depending on the range of value of the coefficient:0.3-weak,0.5-moderate, 0.7-strong (cooper,2010).

Accordingly, inferential statistics (Pearson’s Product Moment Correlation Coefficient and linear regression) are used to examine the relationship of those variables under study; and strength of correlation was interpreted through suggestion of (cooper, 2010).in the following range of coefficients.

**Table 4.11 Correlation Analysis of Each predictor Variable with Employee Performance**

	Performance	Idealized	inspirational	intellectual	Individual	engagement
Employee performance	1					
Idealized influence	.498**	1				
Inspirational motivation	.462**	.393**	1			
Intellectual simulation	.582**	.598**	.626**	1		
Individual consideration	.415**	.434**	.842**	.659**	1	
Engagement	.130*	.158**	-.022	.184**	.192**	1

*Source: Own Survey, computed in SPSS, 2020*

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Above shows the level of correlation between the dependent variable Employee Performance and independent variables Transformational Variable component Idealized Influence, Inspirational Motivation, Intellectual Simulation and Individual consideration.

Inspirational Motivation is positively correlated to Employee performance with a Pearson correlation coefficient of  $r=0.452$  and Sig. (2-tailed) is 0.000 which is  $<0.01$  so that, there is a high relationship between the two variables.

Employee Performance is positively correlated to Intellectual stimulation with a Pearson correlation coefficient of  $r=.582$  and Sig (2-tailed) is 0.000 which is  $<0.01$ . Therefore there is a strong relationship between employee performance and Intellectual stimulation.

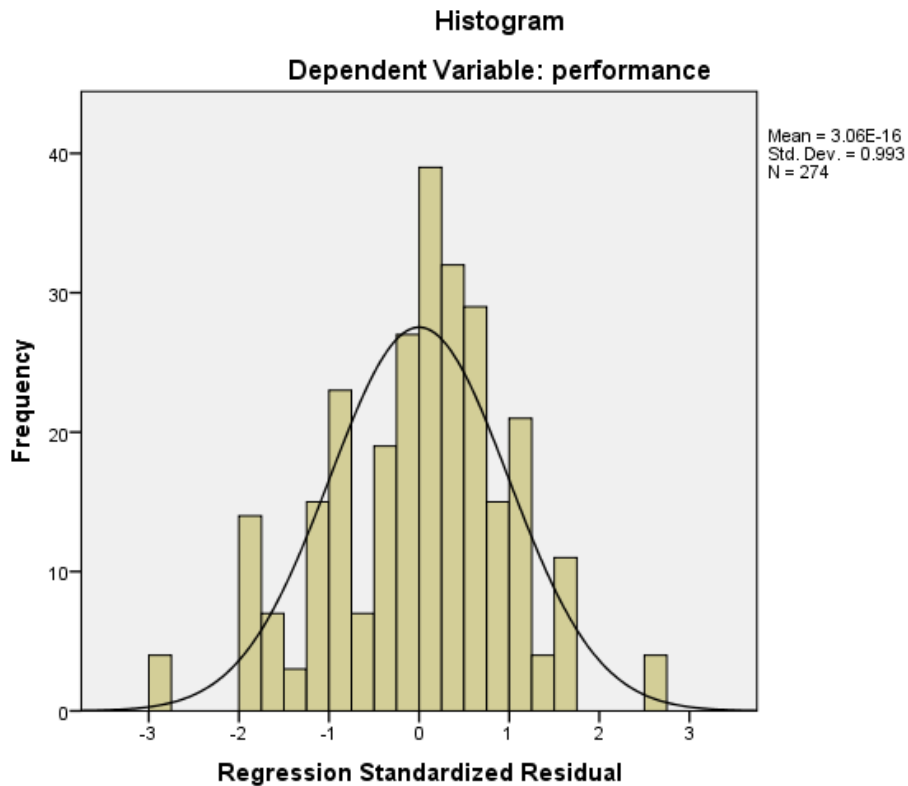
The results of the Pearson correlation analysis also revealed that there was a positive correlation between employee performance and individual Consideration ( $r =.274$ , Sig. (2-tailed) is 0.000  $p <0.01$ ) there is a weak relationship between the two variables.

Employee performance is also positively correlated to idealized influence with a Pearson correlation coefficient of  $r=.498$  and Sig (2-tailed) is 0.000 which is  $<0.01$ . Therefore there is a strong relationship between employee performance and idealized influence Thus, the analysis indicated that Intellectual stimulation was the most correlated variable with the dependent variable employee Performance' ( $r = .582$ ,  $p <0.01$ ) followed by idealized influence with employee Performance ( $r = .498$ ,  $p <0.01$ ) there was also a positive relationship between Inspirational Motivation with the dependent variable employee Performance with the correlation coefficient of ( $r = .462$ ,  $p <0.01$ ) respectively. The lowest correlation is found between Employee engagement and employee Performance at ( $r = .130$ ,  $p <0.05$ )

## **4.5. Prediction (Regression) Analysis**

### **4.5.1. Normality test**

Normality test of data is applied to determine whether a data is well modeled by a normal distribution or not, and to compute how likely an underlying random variable is to be normally distributed. Skewness and kurtosis were used to measure the normality of data for this study. As Field (2009) noted, many statistical procedures assumed that the sampling distribution is normally distributed and so, if the sample data are approximately normal then the sampling distribution will be also. Among several ways to check for the normality assumptions for simple linear regression analysis, it is advisable to inspect to see if a distribution is normal through histogram and a P-P plot (probability–probability plot). Therefore, to establish the validity of these assumptions, the researcher also checks for the normality through histogram and P-P plot as follows.

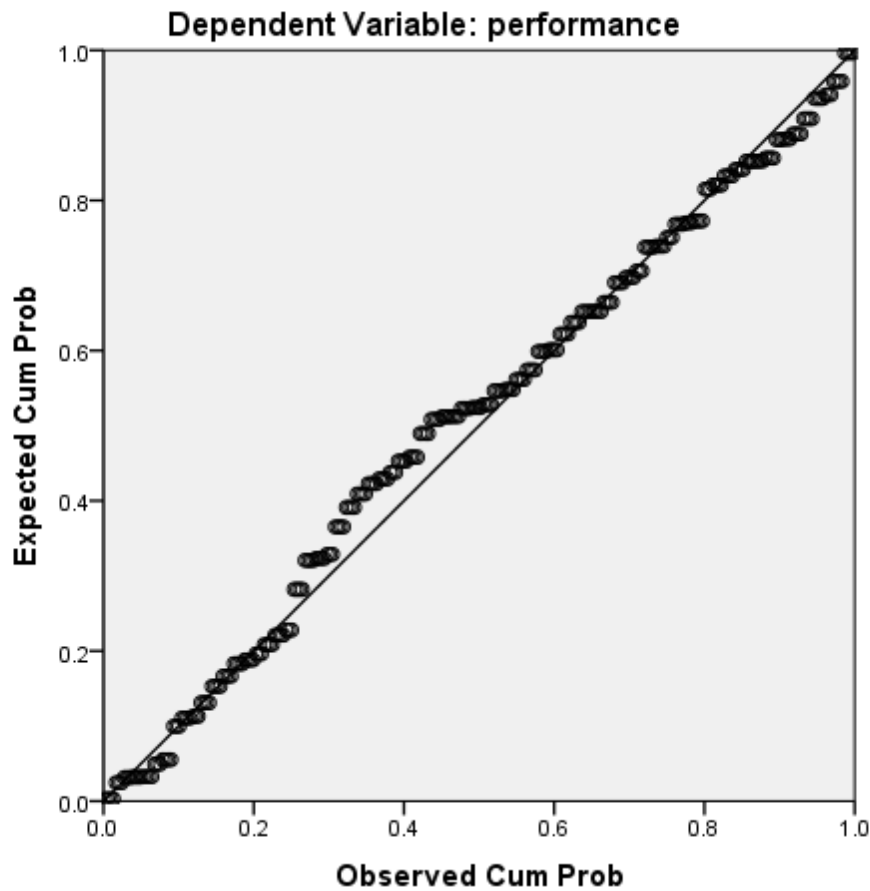


Sources: *Own Survey, computed in SPSS, 2020*

Figure 4. 1: Normality Test Using Histogram

According to Krithikadatta (2014) a normal distribution looks like a symmetric bell- shaped curve, and the mean, median, and mode are equal or close to each other. Therefore figure 4.1above shows the underlying frequency distribution that look like bell-shaped curve.

## Normal P-P Plot of Regression Standardized Residual



Sources: *Own Survey, computed in SPSS, 2020*

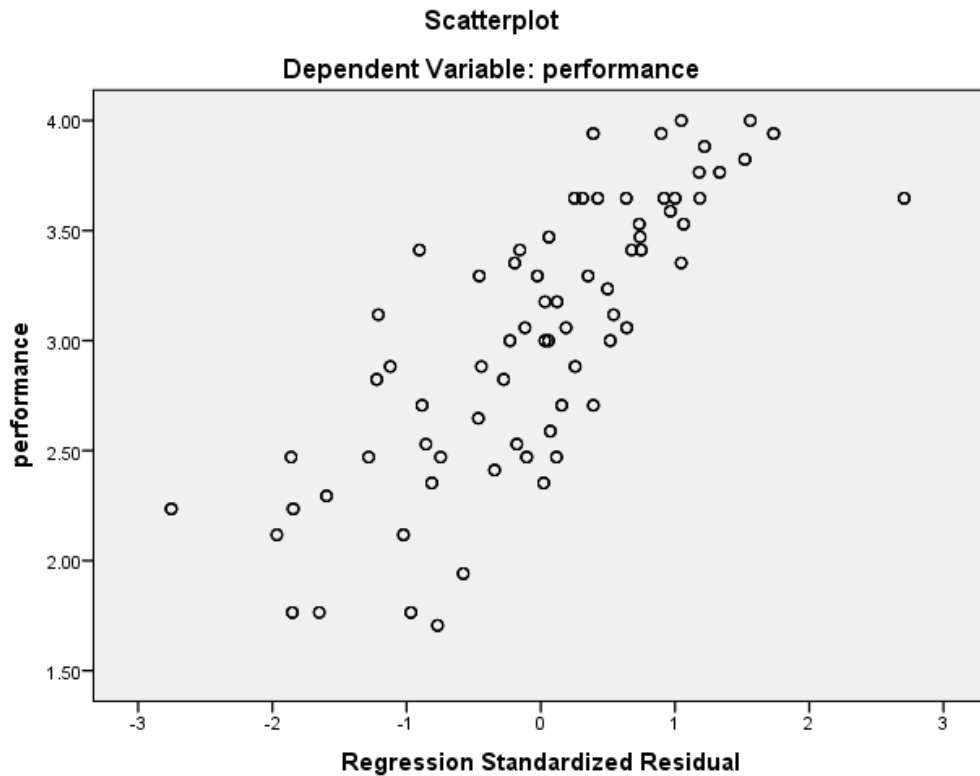
Figure 4.2: plot of standardized residuals

The normal probability plot also shows up deviations from normality. The straight line in this plot represents a normal distribution, and the points represent the observed residuals. Therefore, in a perfectly normally distributed data set, all points will lie on the line (Field, 2009). Likewise, as we seen in the above figure (figure 4.2), the dots are closely plotted to the straight line, which indicate a small or no deviation from normality and there are no extreme cases observed.

### 4.6. Test for Homoscedasticity

The other assumption of multiple linear regressions is homoscedasticity; Homoscedasticity refers to equal variance of errors across all the independent variables (Osborne & Waters, 2002). This

means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). Statistical software *scatter plots* of residuals with independent variables are the method for examining this assumption (Keith, 2006). Therefore, the homoscedasticity of the study is tested using *scatter plots*.



**Sources:** *Own Survey, computed in SPSS, 2020*

Figure 4.3: Scatter plots for test of *homoscedasticity*

Our plot of standardized regression residuals and standardized predicted values showed no observable signs of funneling; suggesting the assumption of homoscedasticity has been met.

#### **4.7. Multi-collinearity**

For multiple regressions, the researcher was checked the collinearity problem with the assumption of tolerance and VIF statistics. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly indicates a serious collinearity problem. (Liu2010) also suggests that a VIF

value greater than 10 is because for concern and in these research data the values are below 10 for all predictors. It seems from these values that there is not an issue of co linearity between the predictor variables. This means that the derived model is likely to be unchanged by small changes in the measured variables. Higher VIFs mean more severe multicollinearity. More over the Rule of thumb: VIFs ( $\beta_i$ ) >5 indicates severe multicollinearity.

Table 4.12: Test of Multi-co linearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Idealized influence	.639	1.564
	Inspirational Motivation	.282	3.552
	Intellectual stimulation	.433	2.310
	Individual consideration	.261	3.834
	Employee engagement	.826	1.210

**Source:** Own Survey, computed in SPSS, 2020

Dependent Variable: Employee performance

The researched checked through Tolerance and VIF and the above table result indicated that there is no multicollinearity between the variables

#### 4.8. Regression Analysis

The model employed in this study is tested for assumptions of classical linear regression such as normality, multi co linearity, hetroscedasticity, autocorrelations, and the model satisfy the classical linear regression model assumptions that we are free to conduct the regression analysis and infer results for the population.

Regression analysis is a statistical procedure used for estimating the relationships between one or more predictor variables and response variable. In order to test for the influence of each independent variable (idealized influence, inspirational motivation, intellectual stimulation, individual consideration and employee engagement) on dependent variable (employee Performance), multiple regression analysis was performed.

**Table 4.13. Model Summary direct regression analysis**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.130 <sup>a</sup>	.017	-.005	.61399	.017	.759	6	267	.603
2	.635 <sup>b</sup>	.403	.380	.48215	.386	42.496	4	263	.000

*Source: Own Survey, computed in SPSS, 2020*

- a. Predictors: (Constant), Experience level, Gender, Education level, Marital status, Job status , Age
- b. Predictors: (Constant), Experience level, Gender, Education level, Marital status, Job status , Age, IC, II, IM, IS.

As shown in Table 4.13 transformational leadership behavior positively and significantly affects to employees’ performance and the dependent variable employee performance can be explained by the independent variable (R square=0.403,  $p < 0.000$ ). Moreover, the Adjusted R square value of 0.380 confirming that, 38.0% of the variation in employees’ performance is explained by transformational leadership behavior.

#### **4.9. Testing Mediation with Regression Analysis**

Mediation is a hypothesized causal chain in which one variable affects a second variable that, in turn, affects a third variable. The intervening variable, M, is the mediator. It “mediates” the relationship between a predictor, X, and an outcome, Y.

Baron and Kenny (1986) proposed a four-step approach in which several regression analyses are conducted and significance of the coefficients is examined at each step.

Following these steps, regression analysis was conducted to determine the mediating effect of employee engagement on Transformational leadership behavior and employees’ performance.

In this study:-

X- Transformational Leadership behavior

Y- Employees’ performance

M- Employee engagement

**Step 1**, Conduct a simple regression analysis with X (transformational leadership behaviors) predicting Y (employees' performance) to test for the effect of transformational leadership behavior on employees performance

$$Y = B_0 + BX + e$$

The regression of transformational leadership behavior to employees' performance independently

Table 4.18 mediation test direct relation of transformational leadership behavior to employees' performance

Model		B	Std. Error	t	Sig.
	(Constant)	1.432	.295	4.851	.000
	idealized	.164	.042	3.905	.000
1	inspirational	.176	.057	3.097	.002
	intellectual	.277	.052	5.280	.000
	Individual	-.115	.058	-1.965	.050
	R square		.403		
	Adjusted R square		.380		

**Source:** Own Survey, computed in SPSS, 2020

- a. Dependent Variable: Employee performance
- b. Predictor variable: Transformational leadership behavior

Simple regression analysis was applied to test the relationship between transformational leadership behavior and employees' performance. The result in the above table 4.18, Idealized influence ( $\beta=.164$ ,  $p<0.000$ ), inspirational motivation ( $\beta=.176$ ,  $p<0.002$ ), intellectual simulation ( $\beta=.277$ ,  $p<0.000$ ), Individual consideration ( $\beta=-.115$ ,  $p<0.050$ ) displays that transformational leadership behavior components are positively and significantly affects to employees' performance.

**Step 2**, Conduct a simple regression analysis with X (Transformational Leadership behavior) predicting M (employee engagement) to test for its significance.

$$M = B_0 + BX + e$$

**Table 4.19 The regression of transformational leadership behavior to employee engagement**

Model	B	Std. error	P value	T	Adjusted R square
Employee engagement	.246	.105	.020	2.345	.004

**Source:** Own Survey, computed in SPSS, 2020

- a. Dependent Variable: Transformational leadership behavior
- b. Predictor variable: Employee engagement

Simple regression analysis was applied to test the effect of transformational leadership behavior on employee engagement. The result displays in the above table 4.19 ( $\beta=.246$ ,  $p<0.020$ ) that transformational leadership behavior positively and significantly affects employee engagement.

**Step 3;** Conduct a simple regression analysis with M (employee engagement) predicting Y (Employees performance) to test the significance.

$$Y = B_0 + B_1M + e$$

**Table 4.20 The regression of employee engagement to employees' performance.**

Model	B	Std. Error	P value	T	Adjusted R square
1 Employee performance	.141	.044	.019	2.350	.038

**Source:** Own Survey, computed in SPSS, 2020

- a. Dependent Variable: Employee engagement
- b. Predictor variable: Employee performance

Simple regression analysis was made to test the effect of employee engagement on employees' performance and the above table 4.20, ( $\beta=0.141$ ,  $p<0.019$ ) indicated that employee engagement positively and significantly affects to employees' performance.

Step 4, Conduct a multiple regression analysis with X and M predicting Y

$$Y = B_0 + B_{X1} + B_{M1} + e$$

**Table 4.21 analyzing the effect of employee engagement and Transformational leadership behavior on Employees' performance together**

Model	B	Std. Error	P value	T
1				
Transformational leadership	.452	.041	.000	11.148
Employee engagement	.086	.070	.221	1.227
R square .344, Adjusted R square .324				

**Source:** Own Survey, computed in SPSS, 2020

a. Dependent Variable: Employee performance

In the fourth step, multiple regression analysis was applied to examine the effect of employee engagement ( $\beta=0.086$ ,  $P<.221$ ) and Transformational leadership behaviors ( $\beta=0.452$ ,  $P<.000$ ) on employees' performance. The above table 4.21 indicated that employee engagement and Transformational leadership behavior are positively and significantly affect to employees' performance together.

#### 4.10. Calculating the indirect effect of the mediating factor

The purpose of Steps 1-3 is to establish that zero-order relationships among the variables exist. The regression result indicated that there are significant relationships from Steps 1 through 3, and proceeds to Step 4. In the Step 4 model, some form of mediation is supported if the effect of M remains significant after controlling for X. If X is no longer significant when M is controlled, the finding supports *full mediation*. If X is still significant (i.e., both X and M both significantly predict Y), the finding supports *partial mediation*.

**Table 4.22 Regression of indirect effect of the mediating factor**

Model	$\beta$	Std. Error	P value	T	Adjusted R Square
1	.502	0.209	.000	10.317	.380
2	.452	.041	.000	11.148	.324

Dependent Variable: - Employee performance

Model 1 predictor: leadership behavior

Model 2 predictor: leadership behavior

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**Source:** Own Survey, computed in SPSS, 2020

The above table 4.22 indicated that the effect of Transformational leadership behavior on employees' performance independently and the result (in model 1) demonstrate that leadership ( $\beta = .502$ ,  $p < 0.000$ ) significantly account for employees' performance.

Second regression, employee engagement and Transformational leadership behavior together as independent variables regresses with the dependent variable, employees' performance. The result (model 2) shows that leadership behavior ( $\beta = .452$ ,  $p < 0.000$ ) still significantly account for employees' performance but the  $\beta$  value is smaller by 0.05 (from .502 to .452) after the mediator, employee engagement is added. The difference indicates that employee performance is affecting as partially mediating variable between transformational leadership behavior and employees' performance.

Table 23. Regression analysis

Item	Model 2			Model 3		
	B	Std. Error	Sig.	B	Std. Error	Sig.
(Constant)	1.383	.133	.000	1.089	.246	.000
idealized	.163	.041	.000	.160	.041	.000
inspirational	.166	.055	.003	.197	.059	.001
intellectual	.272	.051	.000	.264	.052	.000
Individual	-.100	.056	.073	-.128	.059	.031
engagement				.101	.071	.158
R square	.403			.407		
Adjusted R square	.380			.382		
Significance	.000			.000		

Source: Own Survey, computed in SPSS, 2020

Dependent Variable: performance

Note; \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

The First regression was conducted for the possible effects of the demographic variables; as we can see from the above table demographic factors have a 1.7% ( $R^2=0.017$ ,  $p= .603$ ) variability over employee Performance and there was not significant demographic variable That is as the not affect demographic variable on performance, it will carry statistically not impact on the level of employee Performance.

#### 4.11. Test of Significance

Coefficient table shows which variables are individually significant predictors of the dependent variable through the standardized Beta coefficient which show the contribution of individual variables. The Beta Weight is the average amount the dependent variable increases when the independent variable increase by one standard deviation (all other independent variables are being held constant).

**Table 4.24 Coefficients of the Variables**

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.134	.364		3.116	.002
II	.160	.042	.232	3.800	.000
IM	.205	.060	.333	3.393	.001
IS	.269	.053	.376	5.104	.000
IC	-.141	.061	-.235	-2.300	.022
EE	.101	.073	.074	1.394	.165

**Source:** Own Survey, computed in SPSS, 2020

a. Dependent Variable: Employee performance

The beta value in the coefficient table tells in what degree each independent variable affects the outcome if the effects of all other predictors are held constant. Each of the beta values has an associated standard error indicating to what extent these values would vary across different samples, and these standard errors are used to determine whether or not beta value differ significantly from zero.

The t-test associated with p-value is significance (p or sig value is less than 0.05) then the predictor is making significant contribution to the model the smaller the value of the sign (the larger the value of t) the greater the contribution of that predictor. Table 4.16: indicated that the influence Inspirational Motivation (IM) Intellectual stimulation (IS) Individual consideration (IC), and Idealized Influence (II), on employee's engagement level in Ministry of Agriculture. Inspirational Motivation (t = 3.393, P <0.05), Intellectual stimulation (t = 5.104, P <0.05), Individual consideration (t = -2.300, P <0.05) and Idealized Influence (t = 3.800, P <0.05) found to be the strongest and statistically significant influence on employee performance.

The regression coefficient  $\beta$  represents the change in the outcome resulting from a unit change in the predictor and that if a predictor is having a significant impact to predict the outcome then this  $\beta$  should be different from 0 (and big relative to its standard error).

The p-value is less than 0.05 for all the variables are significant predictor of employee Performance (dependent variable).

Therefore, the  $\beta$  is different from 0 and the researcher found that the predictor variables make a statistically significant contribution in predicting employee Performance, Inspirational Motivation ( $\beta_1$ ) =.205, Intellectual simulation ( $\beta_2$ ) =.269, Individual consideration ( $\beta_3$ ) =-.141, Idealized Influence ( $\beta_4$ ) =.160 and are statistically significant variables in predicting employee performance. Whereas the above table (table 4.24) also shows each of these beta values has an associated standard error indicating to what extent these values would vary across different samples, and these standard errors are used to determine whether or not the  $\beta$  – value differs significantly from zero.

#### 4.12. Process macro analysis

Model: 4

Y: Employee Performance

X: Transformation Leadership Behavior

M: Employee Engagement

Sample Size: 274

OUTCOME VARIABLE:

#### Employee Engagement

Table 4.24. Model summary

R	R-sq	MSE	F	df1	df2	p
.1306	.0171	.1978	4.7187	1.0000	272.0000	.0000

**Source:** Own Survey, computed in SPSS, 2020

Table 4.25. Model

	Coeff	se	t	p	LLCI	ULCI
Constant	2.9580	.1112	26.6045	.0000	2.7391	3.1769

TL .0767 .0353 2.1723 .0307 .0072 .1463

**Source:** Own Survey, computed in SPSS, 2020

Standardized coefficients

Coeff

TL .1306

Transformational leadership behavior goal is a significant (positive) Predictor of employee engagement (b=7.67%, s.e. .0353, p<.001). This coefficient reflects the direct effect of transformation leadership behavior on employee engagement within the path model. [Notice that the standardized path coefficient is also provided which is .1306]

OUTCOME VARIABLE:

**Employee performance**

Table 4.26. Model Summary

R	R-sq	MSE	F	df1	df2	p
.5804	.3368	.2505	68.8194	2.0000	271.0000	.0000

**Source:** Own Survey, computed in SPSS, 2020

Table 4.27. Model

	Coeff	se	t	p	LLCI	ULCI
Constant	1.3816	.2375	5.8183	.0000	.9141	1.8491
TL	.4583	.0401	11.4322	.0000	.3793	.5372
EE	.0764	.0682	1.1195	.2639	-.0579	.2107

**Source:** Own Survey, computed in SPSS, 2020

Standardized coefficients

coeff

TL .5704

EE .0559

We see that in the second regression, both Transformational leadership Behavior goals (b=45.83%, s.e.= .0401, P<.001) and Employee Engagement (b=7.64 %, s.e.= 6.82 %, p<.001) are significant, positive predictors of achievement. These coefficients reflect the direct effect of both employee engagement and transformational leadership behavior goals on achievements within the path model. [The standardized path coefficients for this portion of the model are 57.04% and 5.59% for transformational leadership behavior and employee engagement.]

OUTCOME VARIABLE:

**Employee performance**

Table 4.28. Model Summary

R	R-sq	MSE	F	df1	df2	p
.5777	.3338	.2508	136.2586	1.0000	272.0000	.0000

**Source:** Own Survey, computed in SPSS, 2020

Table 4.29. Model

	coeff	se	t	p	LLCI	ULCI
constant	1.6075	.1252	12.8429	.0000	1.3611	1.8540
TL	.4641	.0398	11.6730	.0000	.3859	.5424

**Source:** Own Survey, computed in SPSS, 2020

Standardized coefficients

coeff

TL .5777

**TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y**

Table 4.30. Total Direct effect and Indirect Effect of X on Y

	Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
Total Effect	.4641	.0398	11.6730	.0000	.3859	.5424	.7579	.5777
Direct effect	.4583	.0401	11.4322	.0000	.3793	.5372	.7484	.5704

**Source:** Own Survey, computed in SPSS, 2020

Table 4.31. Indirect effect(s), Completely standardized indirect effect Partially standardized indirect effect of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Indirect effect	EE .0059	.0068	-.0034	.0228
Partially standardized indirect effect	EE .0096	.0112	-.0056	.0383
Completely standardized indirect effect	EE .0073	.0085	-.0042	.0288

**Source:** Own Survey, computed in SPSS, 2020

The unstandardized indirect effect (0.95%) of transformational leadership behavior is calculated as the product a (45.83%) and b (54.17%) from the previous regression model.

This indirect effect is tested using bootstrap standard errors and confidence intervals.

The null hypothesis is that the population indirect effect is zero, whereas the alternative is that the population indirect effect is non-zero falls between the lower and upper bound of the confidence interval (again, the default is 95%), then maintain the null. If zero falls outside of the interval, then reject the null. But our result is not outside of the interval then we can't reject null accept null hypothesis 95% confidence interval.

This is the total effect of X on Y, computed as  $DE+IE= 45.83\% +5.9\% =51.73\%$ . because zero (the null) does not fall between the lower and upper bound of the 95% confidence interval, infer that total effect of transformational leadership behavior is significant different from zero.

#### **4.13. Summary of the Analysis and Findings**

The main objectives of this research are to see the level at effect of transformational leadership on employee performance mediating role of employee Engagement in the case of Ministry of Agriculture.

As such, a sample of 294 employees has been contacted out of the 1112 employees working for the MoA with a one year or more experience within the organization. The sample members have been proved to be representative of demography, experience as well as job types. The instruments used in Transformational leadership behavior issues, employee engagement issues and employee performance issues have not only been adopted from previous researches whose reliability and validity have widely be acclaimed they were also tested for the same by this researcher just in case.

Accordingly, it has been found out that the transformational leadership behaviors are generally within the moderate level range being rated little more than the point of 1-2 and 2-3 in a Likert type scale that ranged between 1 to 5.

Unfortunately in Ministry of Agriculture turned out to be low (just about the median point of 3). Employee engagement is relatively higher than the remaining two indicating that much of the engagement of employees in MoA is the result of perceived lack of other alternatives.

It is really surprising to find out that employees substantially rated their own performance within the range of 3 to 4 in a 5 point Likert type scale that ranges from 1 to 5. It is pretty low when one takes into account the self-reporting nature of the response.

In addition to the findings generated from the descriptive type of analyses, the relationship among the various variables and dimensions has also been developed and the summary of the findings of the same put forth as follows.

ANOVA analysis is made to examine the relationship between transformational leadership behavior and Employee performance. The ANOVA test result indicated a statistically significant relationship between transformational leadership behavior ( $F=19.623$   $p<0.05$ ), the combination of the variables significantly predicts the dependent variable.

Correlation analyses have been conducted on the various issues associated with Transformational leadership behavior, employee engagement and employee performance. The summary of such analyses have been generated here under.

The first correlation analysis was conducted to assess the relationship between Transformational and employee performance. The result indicated that there is a positive relationship between component of transformational leadership behavior and employee performance, inspirational Motivation ( $r=46.2\%$ ,  $p=.000$ ), and Intellectual stimulation ( $r=58.2\%$ ,  $p=.000$ ), Individual consideration ( $r=41.5\%$ ,  $p=.000$ ) and Idealized Influence ( $r=49.8\%$ ,  $p=.000$ ) However, there was strong relationship between transformational leadership behavior and employee performance ( $r=63.8\%$ ,  $p=.000$ ).

The second correlation analysis was conducted to assess the relationship between employee engagement and employee performance. The result indicated that there is a positive relationship between employee engagement and employee performance ( $r=13.0\%$ ,  $p=.031$ ) there was weak relationship (nearly to zero) between employee engagement and employee performance.

Regression analyses have been made among variables that have already been used in the correlation analyses. Again the results are summarized as follows.

The First regression was conducted for the possible effects of the demographic variables; as we can see from the above table demographic factors have a 13.0% ( $R^2=.017$ ,  $p=.603$ ) variability over employee Performance and there was not significant demographic variable it will carry statistically not impact on the level of employee Performance

Second, regression analysis was conducted to assess the effect of demographic variable and transformational leadership behavior dimensions on employees' performance. The results revealed that transformational leadership behavior ( $\beta=0.635$ ,  $p<0.000$ ,  $R^2=.403$ ), are positively and significantly affected to employees' performance.

The third regression demographic, Mediation and independent variables statistically predicting the overall level of employee performance in Ministry of agriculture. From the table the R value 0.638 indicate that the presence of strong correlation between the independent variables and dependent variable. The value of  $R^2$  0.407 which indicate that the independent variables explain 40.7% of the variations on the dependent variable with unexplained factors of 59.3 %. This indicate that 40.7% of the variance in employees performance level can be explained by the

variance of the determinants of the aforementioned variable (Idealized Influence, Inspirational Motivation, Intellectual stimulation, and Individual consideration).

Mediation analysis have been 4 steps or models this indicated that the effect of Transformational leadership behavior on employees' performance independently and the result (in model 1) demonstrate that leadership ( $\beta=.403$ ,  $p<0.000$ ) significantly account for employees' performance. Second mediation, employee engagement and Transformational leadership behavior together as independent variables regresses with the dependent variable, employees' performance. The result (model 2) shows that leadership behavior ( $\beta=.407$ ,  $p<0.000$ ) still significantly account for employees' performance but the  $\beta$  value is smaller by 0.004 (from .407 to .403) after the mediator, employee engagement is added. The difference indicates that employee performance is affecting as partially mediating variable between transformational leadership behavior and employees' performance.

## Chapter 5

### 5. Conclusion and Recommendation

#### 5.1. CONCLUSION

Transformational, Charismatic 'leaders' Visionary or Value-based, transforming, inspirational are terms majorly used to refer to this leadership approach. Often, transformational and charismatic are the mainly used terms. Theories on this style of leadership attempt to elucidate how particular leaders achieve remarkable levels of admiration, loyalty, trust, dedication, follower motivation and performance. In addition, they further explain how these or some of these leaders manage to succeed in leading their organizations or achieving outstanding performance.

Employees' performance is the most important determinant in organizations, which without best performance, the goals and objectives may not be attained. Employees' performance is the most important determinant in organizations, which without best performance, the goals and objectives may not be attained.

Based on the result of analysis, the following major conclusions can be drawn. The First regression was conducted for the possible effects of the demographic variables; as we can see from the above table demographic factors have a 13.0% ( $R^2=.017$ ,  $p= .603$ ) variability over employee Performance and there was not significant demographic variable it will carry statistically not impact on the level of employee Performance

Second, regression analysis was conducted to assess the effect of demographic variable and transformational leadership behavior dimensions on employees' performance. The results revealed that transformational leadership behavior ( $\beta=0.635$ ,  $p<0.000$ ,  $R^2= .403$ ), are positively and significantly affected to employees' performance.

The third regression demographic, Mediation and independent variables statistically predicting the overall level of employee performance in Ministry of agriculture. From the table the R value 0.638 indicate that the presence of strong correlation between the independent variables and dependent variable. The value of  $R^2$  0.407 which indicate that the independent variables explain 40.7% of the variations on the dependent variable with unexplained factors of 59.3 %. This indicates that 40.7% of the variance in employees performance level can be explained by the

variance of the determinants of the aforementioned variable (Idealized Influence, Inspirational Motivation, Intellectual simulation, and Individual consideration).

Mediation analysis have been 4 steps or models this indicated that the effect of Transformational leadership behavior on employees' performance independently and the result (in model 1) demonstrate that leadership ( $\beta=.403$ ,  $p<0.000$ ) significantly account for employees' performance. Second mediation, employee engagement and Transformational leadership behavior together as independent variables regresses with the dependent variable, employees' performance. The result (model 2) shows that leadership behavior ( $\beta=-.407$ ,  $p<0.000$ ) sill significantly account for employees' performance but the  $\beta$  value is smaller by 0.004 (from .407 to .403=) after the mediator, employee engagement is added. The difference indicates that employee performance is affecting as partially mediating variable between transformational leadership behavior and employees' performance.

sampled employees reacted that their job is challenging, they have got carried away when they are working, and they always perceiver even when things do not go well.

## **5.2. Recommendation**

Inspirational motivation is high the employee performance is increase and if it is low the performance may decrease. Transformational leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work. The study indicates that when the supervisor does not motivate and inspire the employees, their performance is decreased.

Intellectual stimulation is one of important variable indicates as the supervisor/boss/leader stimulate the employees in creating new ideas or assumption the employee's performance is increased neither decreased. In this study, creativity by the supervisor is not encouraged for this reason, employee's performance was decreased.

The study indicates the coaching style of the leader, if it is poor the employee's performance become low and if it is good the performance will be high. Individual consideration of Transformational leaders pays special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor. Therefore, the result from the regression shows negative sign; indicates the poor coaching style of supervisor makes tends decreased

employees' performance. Idealized influence is one of Transformational leaders behave in ways that allow them to serve as role models for their followers. The leaders are admired, respected, and trusted. Therefore, from the regression the results indicate the poor real ideology of supervisor tends to decreased employee's performance.

Generally:-

- The study aims to highlight particular Idealized Influence (II), Inspirational Motivation (IM), Individual Consideration (IC) and Intellectual Simulation (IS) that leaders should seek to concentrate on during the process of employee performance.
- Transformational leadership should be taught to all people at all levels of organization to have a positive impact on the overall performance.
- There should be effective communication between management and other employees within the organization.
- It is suggested that managers to be trained to use both styles of leadership and along with the increasing need for new skills and competencies of leadership as a result of changes in community, leadership training program is more important than ever.
- Employees motivation should be boosted at all cost to promote productivity.
- Reward and punishment should be done in a fair manner to all employees.
- Proper methods of training and development should be devised to promote employees career growth. Teamwork among employees should be enhanced to ensure cohesiveness among KWS employees and management.

### **5.3. Limitations**

Our study is not without limitations, there are various limitations which we see as opportunities for future research. First, we focused on one leadership behavior (transformational leadership behavior). Including other resources such as transactional leadership behavior laissez-faire leadership behavior and other leadership behavior could enrich the model.

As we have indicated in chapter three the data in this study was obtained using self-report measures, and the results may be contaminated by the variance of the common method. It would be appropriate to complement these measurements with others obtained with different methods.

The other limitation would be our use of a sample consisting of a range of organization. Even if the study tested for all assumptions for making inference, caution should be used when generalizing the current study result.

Considering the predictors for organizational and employee performance as matching, which may have a significant difference.

Although the major findings of this study are consistent with prior studies conducted in other organization and sectors with regard to leadership behaviors and leadership position, the tenure and sample size are different for most of the studies. Therefore, all the results of this study may not generalize. The variables should be further examined with different sample size, position and industries

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## Appendix

This research is conducted as a partial fulfillment of the award of Master's degree in Masters of Science in Management in Addis Ababa University, college of Business and Economics, under the title; “the Effect of Transformational Leadership behavior on employee performance: mediation role of Employee Engagement (EE): the case of Ministry of Agriculture ”.

Please read the following instructions carefully.

- We would like to know how you think and feel about some of the different aspects of your job, your coworkers, managers/managers, and your organization.
- We ask that you respond to all of the statements to the best of your ability, being as honest and as accurate as possible.
- There is no right or wrong answers.

### Section 1. Demographic Question

1. Gender

A. Male  B. Female

2. Marital Status

A. Single  B. Married  C. Divorced  D. Widowed

3. Age

A. 21 –30 years  B. 31 – 40 years  C. 41 – 50 years   
D. 51 – 60 years  E. 61 years & older

4. Job Classification

A. Senior Expert  B. Middle expert  C. Officer

If you are unsure, please state your occupation: \_\_\_\_\_

5. Educational Qualification

A. Diploma  B. Degree  C. Masters  D. Ph.D.

Other (Please specify) \_\_\_\_\_

6. How long have you been employed at this company?

A. 1 year- 5 years  B. 6 year – 10 years  C. Over 11 Years

## Section 2. Transformational leadership behavior question

Please respond to the following questions regarding your immediate supervisor. Please base your answers off of the memo that he sent to you.

1 – Strongly Disagree 2 – Disagree 3– Neutral 4 – Agree 5 – Strongly Agree

<b>Idealized Influence (II)</b>	5	4	3	2	1
My supervisor makes others feel good to be around him / her					
I have complete faith in my supervisor					
I am proud to be associated with my supervisor					
<b>Inspirational Motivation (IM).</b>	5	4	3	2	1
My supervisor expresses in a few simple words what we could and should do					
My supervisor provides appealing images about what we can do					
My supervisor helps me find meaning in my work					
<b>Intellectual Simulation (IS)</b>	5	4	3	2	1
My supervisor enables others to think about old problems in new ways					
My supervisor provides others with new ways of looking at puzzling things.					
My supervisor gets others to rethink ideas that they had never questioned before.					
<b>Individual Consideration (IC)</b>	5	4	3	2	1
My supervisor helps others develop themselves					
My supervisor lets others know how he /she think we are doing					
My supervisor gives personal attention to others who seem rejected.					

### Section 3. Employee Engagement Question

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. Kindly indicate your level of agreement of each statement by placing a tick mark in the appropriate column.

1 – Strongly Disagree    2 – Disagree    3– Neutral    4 – Agree    5 – Strongly Agree

Work engagement Statements		5	4	3	2	1
1.	At my work, I feel bursting with energy					
2.	I find the work that I do full of meaning and purpose					
3.	Time flies when I'm working					
4.	At my job, I feel strong and vigorous					
5.	I am enthusiastic about my job					
6.	When I am working, I forget everything else around me					
7.	My job inspires me					
8.	When I get up in the morning, I feel like going to work					
9.	I feel happy when I am working intensely					
10.	I am proud on the work that I do					
11.	I am immersed in my work					
12.	I can continue working for very long periods at a time					
13.	To me, my job is challenging					
14.	I get carried away when I'm working					
15.	At my job, I am very resilient, mentally					
16.	It is difficult to detach myself from my job					
17.	At my work I always persevere, even when things do not go well					

## Section 4. Employee Performance Question

Method for answering questions: - With each question, you have a choice of five answers.

Choose one of the following:

**Instruction: Please circle (O) ONLY one answer for each statement based on the scale below.**

1	2	3	4	5
Seldom	Sometimes	Regularly	Often	Always

No.	Items	5	4	3	2	1
1.	I was able to plan my work so that I was able to finish it on time					
2.	I kept in mind the work result I needed to achieve					
3.	I was able to distinguish main issues from side issues					
4.	I was able to carry out my work well with in minimal time and effort					
5.	I planned my work optimally					
6.	On my own initiative, I started new tasks when my old tasks were completed.					
7.	I took on challenging tasks when these were available.				4	
8.	I worked on keeping my job-related knowledge up-to date.					
9.	I worked on keeping my work skills up-to-date.					

10.	I came up with creative solutions for new problems.					
11.	I took on extra responsibilities.					
12.	I continually sought new challenges in my work.					
13.	I complained about unimportant issues at work.					
14.	I made problems at work bigger than they were.					
15.	I focused on the negative aspects of a situation at work instead of the positive aspects.					
16.	I talked to colleagues about the negative aspects of my work.					
17.	I talked to people outside of the organization about the negative aspects of my work.					