

Transformational Leadership Style and Employee Engagement on Role-Based Performance among Selected Civil Servants in Jos

ABSTRACT

Role-based performance covers not only the scope of job but also aspects of employee work behaviour involved in performance.

Aims:The present study therefore examined influence of transformational leadership style and employee engagement on role-based performance.

Study Design:The study adopted a correlational research design

Place and Duration of Study:Government Ministries and Parastatals in Jos, capital of Plateau State, Nigeria. October 2016 to June 2017.

Methodology: Using survey method in which 137 civil servants were purposively drawn as participants. Their age range was from 28 to 65 years with 74 (54%) male participants and 63 (46%) female participants. This study utilised role theory and personal engagement theory, while standardised psychological scales which are role-based performance scale, multifactor leadership questionnaire and intellectual social affective engagement scale were used. Data collected were analysed using regression analysis.

Results:The findings indicated that transformational leadership style significantly explained 35% variance in role-based performance. Employee engagement significantly explained 22.9% variance in role-based performance.

Conclusion:There is significant influence of transformational leadership style on role-based of civil servants. There is significant influence of employee engagement on role-based performance of civil servants.

Keywords: Transformational leadership style, Employee engagement, Role-based performance, Role theory, work behaviour

1. INTRODUCTION

Role-based performance is becoming a widely studied topic in organizational behaviour literature. Role based performance takes into consideration aspects of work behaviour that are not within the scope of job description. Role-Based Performance concept relates to how successfully employee plays one's prescribed role. Role based performance properly breaks down all the roles that an employee occupies at work. The five roles according to [1] are core job-holder role, entrepreneur role, team member role, career role and organizational member role.

The core job-holder role is job performance which basically is the scope of job description. [2] further describes job performance as the successful accomplishment of assigned task. The other four roles of role-based behaviour cover work behaviour beyond the scope of job description. Entrepreneur role is the need for employees to be creative and innovative in improving work process. Team member role is being a team player with others in different jobs in achieving organisational goals. Career role is learning to improve personal skills and gaining new knowledge for increased efficiency. Organizational member role is citizenship behaviour when the employee voluntarily does things for the organisation beyond one's role expectation.

Employee can be helped to perform one's roles beyond expectations in an effort to make one's vision come true [3] [4] with transformational leadership style. Transformational leadership enhances the motivation, morale, and performance of the employee through a variety of mechanisms such as challenging the employee to take greater ownership for one's work, and understanding one's strengths and weaknesses, so that the employee can align with tasks that enhance one's performance. Transformational leadership work to bring about human and economic transformation. Within the organization transformational leadership style generate visions, missions, goals, and an engaging culture that contributes to the ability of employee to "practice its values and serve its purpose [5]".

Employee may need to key into engaging culture for the required performance in the organisation. Employee engagement refers to emotional and intellectual commitment to the organisation [6] [7] or the amount of discretionary effort exhibited by employees in one's job [8]. [9] presented three dimensions of employee engagement which are intellectual engagement, social engagement and affective engagement. The employee is rationally

absorbed in one's work, feels collectively connected to others in the work environment while experiencing positive feelings about the work. More recently,[10] suggested that the positive cycle of emotions and cognitions from engagement generates functions to improve performance. Engagement underlines those behaviours that would make an employee to be more focused and pay more attention to one's work. Such behaviours if managed properly will improve employee performance and efficiency.

1.1 Theoretical Background

Some theories explain performance; role theory proposed by [11] suggests roles can be seen as the position employee occupies within a social framework and can also be defined by the people that occupy the position. Role theory also posits that multiple roles are exhibited by individuals in the work place and that roles conceptualize job performance [12] [13]. [11] further explained that roles are central to understanding employee behaviour in organizations, and also that individual's role expectations are influenced by both their personal attributes and the context in which they exist. Hence, role theory posits that employee performance will be a function of both individual and the organization. In relation to role theory is identity theory put forward by [14] [15] stating that the more relevant role identity is, the more the meaning that is derive from the role, the more the guidance to perform behaviours that are related to the role. Both role theory and identity theory are captured in the measurement of role based performance.

The personal engagement theory developed by [16] help in better understanding the concept of employee engagement. Employee express themselves physically, cognitively, and emotionally in the roles they play; employees are more excited and contented with their roles when they perform their roles; and employees vary in their levels of attachment to their roles. Furthermore, [16] suggests that employees vary in their levels of personal engagement according to the meaningfulness of a situation; the perceived safety of a situation; and the

perceived availability of resources. [16] describes employees as being “fully physically, cognitively and emotionally connected to their work roles”. Conversely, an employee can become disengaged and defend self by withdrawing and hiding one’s true identity, ideas, and feelings.

Some researchers [17] [18] [19] [20] in previous studies show that relationship exist between transformational leadership style and work outcomes such as performance. Other researchers [21] [22] [23] [24] [25] [26]{27} [28] found that employee engagement has positive significant relationship and influence on job performance.[24] [25] indicates that employees who are engaged would likely stay with their current organisation with increased performance.

It is the concern of organisations to manage their employees to achieve maximum performance knowing that engaged employees outperform their disengaged colleagues. However, categories of disengaged employees and not engaged employees outnumber engaged employees both in Nigeria and other workforce [28] [29]. Disengaged employees may pull back and distance themselves from their jobs emotionally and cognitively, meanwhile their performance suffers [30]. Poor performance is a serious problem that affects the competitive advantage of the organisation over rival organisations [31], reduces organisation’s productivity and profitability, and leads to total failure of the business. A factor that determines overall organizational performance is employee role-based performance. In considering factors that influence the level of role-based performance such as the leadership style of the manager and the level of engagement of employees, which will bring the best out of employees in order to attain maximum efficiency of employees. The Nigerian civil service play significant role in the economy and development of the nation.

The government is the largest employer of labour therefore has the larger chunk of the labour force. The Federal government sworn-in in 2014 proposed a change agenda for instance in a knowledge based economy. A knowledge based economy is driven by human capital and by technology for economic development. Performance of state civil servants too should efficiently drive productivity.

There is a dearth of studies on role-based performance; this research focuses on role-based performance in the civil service. The objective of the study therefore, is to examine transformational leadership style and employee engagement on role-based performance in the workplace among selected civil servants in Jos, Nigeria.

From the ongoing the following hypotheses are tested:

Hypotheses

1. There will be significant influence of transformational leadership style on role-based performance.
2. There will be significant influence of employee engagement on role-based performance.

2.METHOD

The survey method utilising correlational research design was used to conduct this research. The independent variables are employee engagement and transformational leadership style while the dependent variable is role-based performance.

2.1 Participants

The survey population of this study is civil servants working in Jos, Plateau State Government service in Nigeria. A purposive sampling method was used to draw 137

participants from civil servants in Jos, capital of Plateau State, Nigeria. The civil servants comprise of workers from Government Ministries and Parastatals. The participants were those who volunteered to take part in the study, after their informed consent.

2.2 Instrument

The research made use of questionnaire with a section that measures each variable. Data was collected through self-administered questionnaires. The questionnaires contained four sections made up of a section that collects demographic data and three structured tests namely: the role-based performance questionnaire, Intellectual Social Affective engagement scale, and the multifactor leadership questionnaire.

Role-based Performance Scale (RBPS) developed by [1] is used to measure role-based performance. This scale is based on the role-based performance model which helps to identify the types of behaviours needed from employees to drive performance. Role-based performance scale consists of 20 items with five dimensions and four statements in each dimension. The dimensions are core job-holder role, entrepreneur role, team member role, career role and organizational member role. The employee can take on many possible roles while at work, it is not that only the five stated roles are the most relevant. However, there is a lot of theoretical support for including these roles as a performance measure. The response format is a 5 point Likert type scale with the anchors, Need much improvement (1), Need some improvement (2), Satisfactory(3), Good(4), Excellent (5). The reliability for the entire scale alpha values ranges from .86 to .96.

The Multifactor Leadership Questionnaire (MLQ) is the standard instrument for measuring transformational leadership behaviour [31] [32]. The instrument is made up of four transformational sub-scales, three transactional sub-scales, three outcome sub-scales, and one

laissez-faire sub-scale. The four transformational sub-scales are Inspirational Motivation, Idealized influence, Intellectual stimulation and Individualized consideration and is made up of 20 items. This study made use of the transformational sub-scale. The response format is a 5 point Likert type scale with the anchors, Not at all (0), Once in a while (1), Sometimes (2), Fairly often (3), Frequently (4). The reliability and validity of the Multifactor Leadership Questionnaire, by the authors is reliability ratings of all items on the scale ranged from $r = .74$ to $r = .94$, while the validity ratings for items ranged from $r = .79$ for transformational leadership style.

The Intellectual Social Affective (ISA) engagement scale developed by [9] Soane, Truss, Alfes, Shantz, Rees, and Gatenby (2012) is used to measure employees' level of engagement. The dimensions present in the scale are: intellectual engagement, social engagement and affective engagement, these three give overall level of engagement for each person. The intellectual social affective engagement scale is made up of 9 items. The response format is a 7 point Likert type scale with the anchors, Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neutral (4), Somewhat Agree (5), Agree (6), Strongly Agree (7). The reliability of the intellectual social affective engagement scale is strong for the overall construct at ($\alpha = .91$).

2.3 Data collection

Participants after they consented, responded to the instrument at their duty posts. A total of 200 questionnaires were distributed; 137 (68.5%) were properly and completely filled. Data was analysed by descriptive statistics such as **percentage**, and inferential statistics such as regression analysis.

3.RESULTS

3.1 Demographic Characteristics of Participants

The male participants in this study account for 72(52.5%) while female participants are 65(47.5%). Participants 104(75.9%) are married, 14(10.2%) are never married while 13(9.5%) are single and 6(4.4%) report other forms of relationship status. Participants 49(35.8%) have below Bachelors Degree, participants 68(49.6%) have Bachelors degree, participants 13(9.5%) are Masters Degree holders while participants 7(5.1%) claim others forms of educational qualifications. Participants' age distribution ranges from 28 to 65years. Finally, in terms of length of service, participants have spent between 1 to 32 years.

3.2 Testing of Hypotheses

Hypothesis One: There will be significant influence of transformational leadership style on role-based performance.

The hypothesis was tested by using a simple linear regression. The level of participants role-based performance was regressed on their perception of transformational leadership style which is the predictor variable. The analysis result is presented and summarized in Table 1.

Table 1: Simple-Linear Regression Analysis of Role-Based Performance by Transformational Leadership Style

Variables	β	Std.error	t-val	P-val	R ²	F-val
(Constant)	-.257	.062	-4.124	.000	.350	72.741**
Leadership style	.714	.084	8.529	.000		

Source: Data Analysis 2019

It is observed in Table 1 that transformational leadership style of participants has significant influence on role-based performance ($F (1,135) =72.741, P<.001, R^2=.350$). It is also observed in Table 1 that transformational leadership style explained 35.0% variation in the level of employee role-based performance. Further examination from the Table 1 indicates that transformational leadership style has positive effect and predicts role-based performance ($B=.714, t=8.529, P<.001$). The hypothesis which states that there will be significant influence of transformational leadership style on employee role-based performance is therefore accepted.

Hypothesis Two: There will be significant influence of employee engagement on role-based performance.

A simple linear regression analysis was conducted to analyse the data. The level of participants role-based performance was regressed on participants employee engagement which is the predictor variable. The analysis result is presented and summarized in Table 2.

Table 2: Simple-Linear Regression Analysis of Role-Based Performance by Employee Engagement

Variables	β	Std.error	t-val	P-val	R ²	F-val
(Constant)	-1.991	.280	-7.113	.000	.229	40.087**
Employee engagement	.417	.066	6.331	.000		

Source: Data Analysis 2019

It is observed that employee engagement of the participants has significant influence on role-based performance ($F (1,135) =40.087, P<.001, R^2=.229$). It is also observed from Table 2 that employee engagement explained 22.9% variation in the level of employee role-based

performance. Further examination from the Table 2 indicates that employee engagement has positive effect ($B=.417$, $t=6.331$, $P<0.001$) and predicts role-based performance. The hypothesis which states that there will be significant influence of employee engagement on role-based performance is therefore accepted.

4.DISCUSSION

The finding that transformational leadership style significantly influences role-based performance among civil servants supports the findings of [17] [18] [19] [20]. Transformational leadership style gets the best out of the employee whether working in groups, or on individual tasks to enhance overall performance of the organization. The finding that employee engagement significantly influences role-based performance corroborates the findings of [21] [22] [23] [24] [25] [26] [27]. This has shown that employee engagement has a significant influence on the level of role based performance among civil servants. An engaged employee increases performance which augments successful performance of the organisation.

5. CONCLUSION

Role-based performance of employees is very crucial to the level of organisational success, growth and development. The importance of employee engagement and transformational leadership style is very crucial to the overall contribution of organizational success. This present study was able to successfully establish a link between employee engagement, transformational leadership style and role-based performance of civil servants in Jos. It is observed that an organization that engages its employees and practices transformational leadership style of management is bound to improve the performance of its employees and therefore improve the organizational performance and leads to increased organizational success. Engagement keeps the employees focused on their work and

transformational leadership stimulates and motivates them towards the organizational goals in a healthy and supportive manner. In addition, based on the findings the following conclusions were made:

- i. There is significant influence of transformational leadership style on role-based of civil servants.
- ii. There is significant influence of employee engagement on role-based performance of civil servants.

5.1 Implication of Study

This study has been able to indicate that before an organization can achieve maximum performance from employees they have to engage their employees. The study was also able to establish that an application of transformational leadership style will further improve employee role-based performance and stimulate organizational productivity to increase.

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