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Measuring the Impact of Transformational Leadership on Employee Performance:
Scale Validation based on Pilot Study

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Abstract

This study aimed to measure scale validation based on pilot study. Primary data acquired through the instrument containing five relevant choices based on close-ended questions. Data acquired from the teaching staff of University of Sindh, Jamshoro, which included permanent faculty members such as; Professors, Associate Professors, Assistant Professors and Lecturers and non-permanent faculty members such as; Teaching Assistants and Visiting Tutors. A sum of 100 instruments delivered to the target population using the simple random sampling technique and received back for data analysis and interpretation. Data were analyzed and interpreted through SPSS and PLS-SEM. Items which could not attain thresholds of certain statistical tests were considered to be revised or revisited. However remaining items were deemed good to collect more data and complete the main study. This study particularly highlighted the errors of the instrument based on pilot test and suggested solutions to revise or revisit particular items which may cause problems in the future while data analysis and interpretation for the main study.
Keywords: Transformational Leadership and Employee Performance

Introduction

Transformational leadership style is different from the traditional style of management (Tauqeer Hakro et al., 2021). A set of dimensions are taken into account to measure transformational leadership such as; idealized influence, inspirational motivation, individualized consideration and intellectual stimulation (Bass, 1990). Each dimension was tested positive and significant with job performance, organizational performance and employee performance based on the findings of various research studies which were undertaken across the globe (Gorgens & Roux, 2021). However current study aims to measure transformational leadership with employee performance in the organizational context of University of Sindh, Jamshoro. Despite many studies have been undertaken on transformational leadership and employee performance. Since no evidences have been found from the literature which witness the relationship between transformational leadership and employee performance in the organizational area of University of Sindh, Jamshoro.

Transformational leadership tested positive and significant with employee performance. Therefore, this study tends to add the literature and extends the boundary of knowledge in existing literature. Organizations established with the purpose of attaining goals which are extremely important and are known as the life blood of businesses to stay alive and healthy for long period of time. Transformational leadership style of management augments self-trust among employees and makes employees conscious to contribute well into their jobs and earn rewards and awards. Transformational leaders help and support employees so that individual performance must be reflected on the overall organizational performance (Bass & Rigio, 2006). Transformational leadership style of management places great emphasis on individual performance whose consequence can be realized at organizational level (Borman & Motowidlo, 1997). Transformational leaders make sound decisions which are in the interest of the organization as the whole (Tauqeer Hakro et al., 2021). Leaders make the organizations unique in the related industry because of their knowledge, wisdom and decision making (Gorgens & Roux, 2021). Different organizations apply different

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leadership styles with a sole purpose of improving organizational performance (Tauqeer Hakro et al., 2021). Organizations improve performance on account of its employees' willingness, dedication and commitment to work. Thus transformational leadership style of management emphasizes over individual performance which is the ultimate source of improving organizational performance. This style of management is found helpful and supportive to solve employees' problems and encourage them to augment performance and stay attached with their jobs irrespective of making turnover intentions and decisions (Tauqeer Hakro et al., 2021).

Objectives

Following four objectives were set to achieve them through the use of SPSS and PLS-SEM. Cronbach's alpha, descriptive and exploratory analysis measured through the use of SPSS. However factor analysis measured by PLS-SEM.

- To measure the Cronbach's alpha of individual variables.
- To measure item analysis through descriptive analysis.
- To measure item analysis through exploratory analysis.
- To measure factor analysis through factor loadings.

Figure 1.1 Conceptual model

Conceptual model depicted overall image of the study. A set of dimensions were taken into account to measure transformational leadership and were given below in the conceptual model to test the relationship with employee performance. However this study only portrayed the conceptual model measuring the relationship between independent variable which has four dimensions with dependent variable. Screen view of the structural model is given below. Since conceptual model is only given to show the true picture of the final study. However, this study only highlighted the errors of the instrument. Hypotheses are not tested because it only presented the results of pilot test based on scale validation.
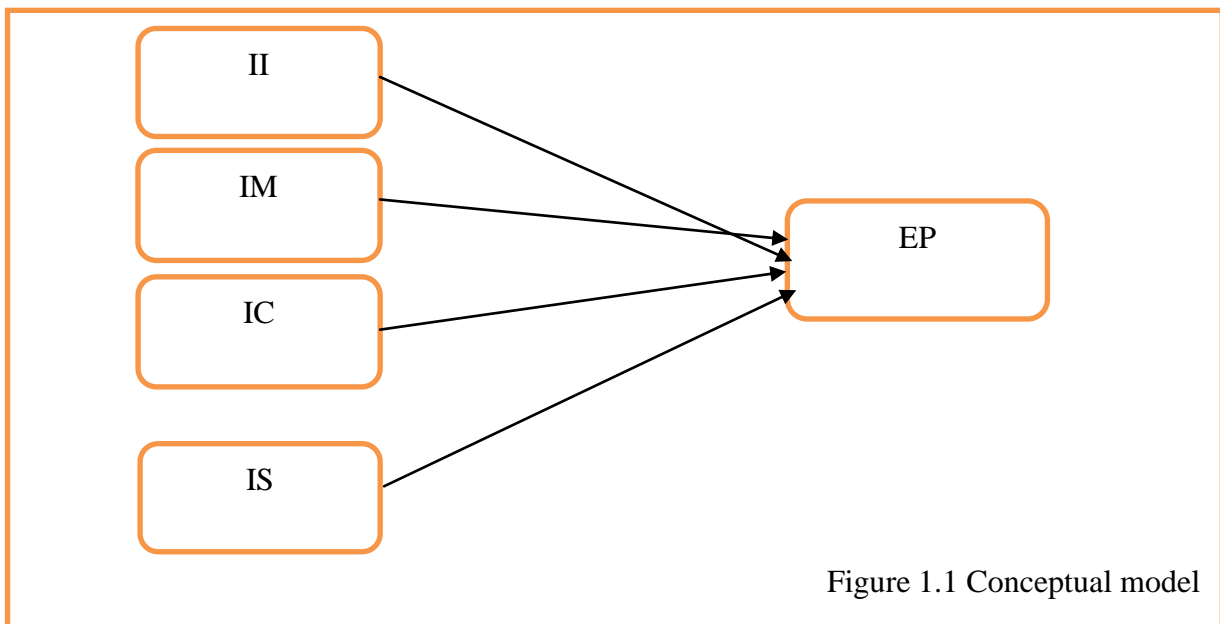

Figure 1.1 Conceptual model

Methodology

The current study was quantitative and explanatory. Data acquired from the teaching staff of University of Sindh, Jamshoro, which included permanent and non-permanent faculty members, who were also holding various additional assignments along with workload of teaching in various Departments of University of Sindh, Jamshoro. Data acquired through instrument based on five related choices indicating that level of agreement and disagreement and even remaining neutral on particular question of the instrument. The scope of this study remained narrow up to scale validation based on pilot study. Teaching staff identified as the target population and data acquired through simple random sampling. Despite this study only intended to highlight the errors of the instrument which may be covered in main study by revisiting or revising the particular items of the instruments that could not attain thresholds of certain statistical tests.

Operationalization

Instrument contained covering letter, which described in detail the intent of research and purpose of data collection. Later instrument contained demographic details of the respondents of the study and eventually data pertaining to the main variables of the study which were portrayed in the conceptual model of the study. There were five related choices given for each item of the variable which indicated level of agreement or disagreement and even remaining neutral on the particular item if it did not belong to the respondent's job. Mainly there were two variables and 21 question items. Transformational leadership was measured by four dimensions. However employee performance remained in its actual form.

Analysis and interpretation

Analysis and interpretation done in two phases. In first phase, data analysed and interpreted by SPSS. Initially demographic details of the respondents found out, later Cronbach's alpha measured for all individual variables of the study, thereafter descriptive analysis and interpretation done and finally exploratory analysis and interpretation done through the use of SPSS. In second phase, factor analysis measured through the use of PLS-SEM. Items which could not attain thresholds of Cronbach's alpha, mean, and factor analysis deemed to be revised or revisited and remaining items deemed good for the main study. Both phases of data analysis and interpretation discussed in detail below.

Table 1. Demographic details of the representative sample

Characteristic	Category	Frequency	Percentage
Gender	Male	74	74
	Female	26	26
Marital status	Married	84	84
	Single	16	16
Age group	(20-29) years	49	49
	(30-39) years	31	31
	(40-49) years	18	18
	50 & above	02	02
Education	Master 16 years	44	44
	MS/M.Phil. 18 years	29	29
	PhD	27	27
Experience	(02-10) years	69	69
	(11-20) years	26	26
	(21-30) years	05	05
Designation	Professors	10	10
	Associate Professors	10	10
	Assistant Professors	20	20
	Lecturers	20	20
	Teaching Assistants	20	20
	Visiting Tutors	20	20

Above table described the demographic details of the representative sample. Most of the respondents were male, who were about 74 percent out of 100, who had participated in the survey questionnaire. Although rest of the respondents were female. Most of the respondents were married who were about 84 percent out of 100, who had participated in the survey questionnaire. Although rest of the respondents were single. Most of the respondents were between the age group of (20-29), who were about 49 percent out of 100, who had participated in the survey questionnaire. Although rest of the respondents were having the other age groups. Most of the respondents were bearing master degree (16-years) of education, who were about 44 percent out of 100, who had participated in the survey questionnaire. Although rest of the respondents were bearing other degrees. Most of the respondents were between the experience years of (02-10), who were about 69 percent out of 100, who had participated in the survey questionnaire. Although rest of the respondents were bearing other categories of years of experience. A combination of permanent and non-permanent faculty members participated in the survey questionnaire. Permanent faculty members included Professors, Associate Professors, Assistant Professors and Lecturers. However, non-permanent faculty members included Teaching Assistants and Visiting Tutors. Since Assistant Professors, Lecturers, Teaching Assistants and Visiting Tutors were same in the number who participated in the survey questionnaire who were about 20 percent each category out of 100. Although Professors and Associate Professors were same

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in the number, who were about 10 percent each category out of 100. These were the complete demographic details of the respondents who had participated in the survey questionnaire.

Table 2. Cronbach's alpha

Variable(s)		Cronbach's alpha
Idealized influence	(05 items)	0.926
Inspirational motivation	(04 items)	0.770
Individualized consideration	(04 items)	0.895
Intellectual stimulation	(04 items)	0.791
Employee performance	(04 items)	0.915

Above table described the Cronbach's alpha of all individual variables. Cronbach's alpha determined to check the internal consistency of items measuring a given variable of the study. According to the Literature, Cronbach's alpha should be equal or above than 0.60 at five-point Likert scale. Therefore, all variables attained the significant threshold of Cronbach's alpha. Hence all above given variables considered good and valid for further testing.

Table 3. Descriptive and exploratory analysis of idealized influence

Variable	Mean	Standard deviation	Corrected item-total correlation	Cronbach's alpha if item deleted
II-1	3.01	1.560	0.667	0.934
II-2	2.90	1.142	0.809	0.917
II-3	3.02	1.348	0.896	0.897
II-4	2.64	1.977	0.875	0.899
II-5	2.82	1.861	0.901	0.890

Above table described the descriptive and exploratory analysis of idealized influence. Descriptive analysis included measuring mean and standard deviation. However corrected item-total correlation and Cronbach's alpha if item deleted measured for every item of the variable which is known as exploratory analysis. Mean deemed significant at 2.5 and above at five-point Likert scale. Cronbach's alpha deemed significant at 0.60 and above at five-point Likert scale. However corrected item-total correlation showed mix of the response received from the target population of the study through the instrument. Since standard deviation showed deviation or change between mean and expected value. Therefore, all items of idealized influence measured significant in terms of mean and Cronbach's alpha if item deleted. Hence all items of idealized influence considered good and valid for further testing and interpretation.

Table 4. Descriptive and exploratory analysis of inspirational motivation

Variable	Mean	Standard deviation	Corrected item-total correlation	Cronbach's alpha if item deleted
IM-1	2.72	1.640	0.625	0.686
IM-2	2.98	1.005	0.508	0.757
IM-3	2.58	0.912	0.627	0.726
IM-4	3.27	1.984	0.718	0.653

Above table described the descriptive and exploratory analysis of inspirational motivation. Descriptive analysis included measuring mean and standard deviation. However corrected item-total correlation and Cronbach's alpha if item deleted measured for every item of the variable which is known as exploratory analysis. Mean deemed significant at 2.5 and above at five-point Likert scale. Cronbach's alpha deemed significant at 0.60 and above at five-point Likert scale. However corrected item-total correlation showed mix of the response received from the target population of the study through the instrument. Since standard deviation showed deviation or change between mean and expected value. Therefore, all items of inspirational motivation measured significant in terms of mean and Cronbach's alpha if item deleted. Hence all items of inspirational motivation considered good and valid for further testing and interpretation.

Table 5. Descriptive and exploratory analysis of individualized consideration

Variable	Mean	Standard deviation	Corrected item-total correlation	Cronbach's alpha if item deleted
IC-1	2.58	1.492	0.774	0.862
IC-2	3.32	1.456	0.886	0.821
IC-3	3.05	1.893	0.790	0.874
IC-4	2.97	1.077	0.715	0.895

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Above table described the descriptive and exploratory analysis of individualized consideration. Descriptive analysis included measuring mean and standard deviation. However corrected item-total correlation and Cronbach's alpha if item deleted measured for every item of the variable which is known as exploratory analysis. Mean deemed significant at 2.5 and above at five-point Likert scale. Cronbach's alpha deemed significant at 0.60 and above at five-point Likert scale. However corrected item-total correlation showed mix of the response received from the target population of the study through the instrument. Since standard deviation showed deviation or change between mean and expected value. Therefore, all items of individualized consideration measured significant in terms of mean and Cronbach's alpha if item deleted. Hence all items of individualized consideration considered good and valid for further testing and interpretation.

Table 6. Descriptive and exploratory analysis of intellectual stimulation

Variable	Mean	Standard deviation	Corrected item-total correlation	Cronbach's alpha if item deleted
IS-1	2.60	1.073	0.832	0.679
IS-2	3.19	1.549	0.427	0.820
IS-3	3.58	1.499	0.655	0.712
IS-4	3.11	1.984	0.637	0.739

Above table described the descriptive and exploratory analysis of intellectual stimulation. Descriptive analysis included measuring mean and standard deviation. However corrected item-total correlation and Cronbach's alpha if item deleted measured for every item of the variable which is known as exploratory analysis. Mean deemed significant at 2.5 and above at five-point Likert scale. Cronbach's alpha deemed significant at 0.60 and above at five-point Likert scale. However corrected item-total correlation showed mix of the response received from the target population of the study through the instrument. Since standard deviation showed deviation or change between mean and expected value. Therefore, all items of intellectual stimulation measured significant in terms of mean and Cronbach's alpha if item deleted. Hence all items of intellectual stimulation considered good and valid for further testing and interpretation.

Table 7. Descriptive and exploratory analysis of employee performance

Variable	Mean	Standard deviation	Corrected item-total correlation	Cronbach's alpha if item deleted
EP-1	2.50	1.605	0.803	0.890
EP-2	3.24	1.512	0.840	0.877
EP-3	2.93	1.183	0.729	0.920
EP-4	2.80	1.842	0.904	0.857

Above table described the descriptive and exploratory analysis of employee performance. Descriptive analysis included measuring mean and standard deviation. However corrected item-total correlation and Cronbach's alpha if item deleted measured for every item of the variable which is known as exploratory analysis. Mean deemed significant at 2.5 and above at five-point Likert scale. Cronbach's alpha deemed significant at 0.60 and above at five-point Likert scale. However corrected item-total correlation showed mix of the response received from the target population of the study through the instrument. Since standard deviation showed deviation or change between mean and expected value. Therefore, all items of employee performance measured significant in terms of mean and Cronbach's alpha if item deleted. Hence all items of employee performance considered good and valid for further testing and interpretation.

**Table 8. Confirmatory analysis through factor loading**

	II	IM	IC	IS	EP
II-1	0.835				
II-2	0.909				
II-3	0.911				
II-4	0.890				
II-5	0.908				
IM-1		0.951			
IM-2		**0.590**			
IM-3		**0.554**			
IM-4		0.761			
IC-1			0.852		
IC-2			0.936		

IC-3	0.884		
IC-4	0.959		
IS-1		0.739	
IS-2		**0.177**	
IS-3		0.881	
IS-4		0.871	
EP-1			0.892
EP-2			0.912
EP-3			0.825
EP-4			0.954

Above table described the factor analysis, where items were measured in its own family. According to the literature factor analysis deemed significant at 0.70 and above. Items which could not attain the significant threshold deemed to be revised or revisited and rest of the items considered good and valid for further testing and interpretation. Therefore, two items of inspirational motivation and one item of intellectual stimulation deemed to be revised or revisited because of not attaining the significant threshold of factor analysis as given above in the table.

Conclusion and limitation

The study concluded with achieving the objectives, which were to measure the Cronbach's alpha of all individual variables. Therefore, all individual variables measured significant by attaining the threshold of reliability. Later items were measured through mean and standard deviation which was the second objective of the study. Therefore, all items measured significant in terms of mean. This is also known as descriptive analysis. Subsequently, items were measured through exploratory analysis which included corrected item-total correlation and Cronbach's alpha if item deleted. However corrected item-total correlation showed mix of response received from the target population of the study and Cronbach's alpha if item deleted showed items internal consistency. All items measured significant in terms of Cronbach's alpha if item deleted. Hence considered good and valid for further testing and interpretation. Eventually factor analysis performed which was the fourth and final objective of the study. All items measured significant except three, which could not attain significant threshold of factor analysis. Two pertained to inspirational motivation and one related to intellectual stimulation. Therefore, these items were deemed to be revised or revisited and rest of eighteen items considered good and valid for further testing and interpretation. However the scope of this study was narrowed based on scale validation through pilot study. Scale seemed good for further data collection with few revisions suggested particularly in the items of inspirational motivation and intellectual stimulation. However all other variables deemed fit in terms of Cronbach's alpha, mean and factor analysis.
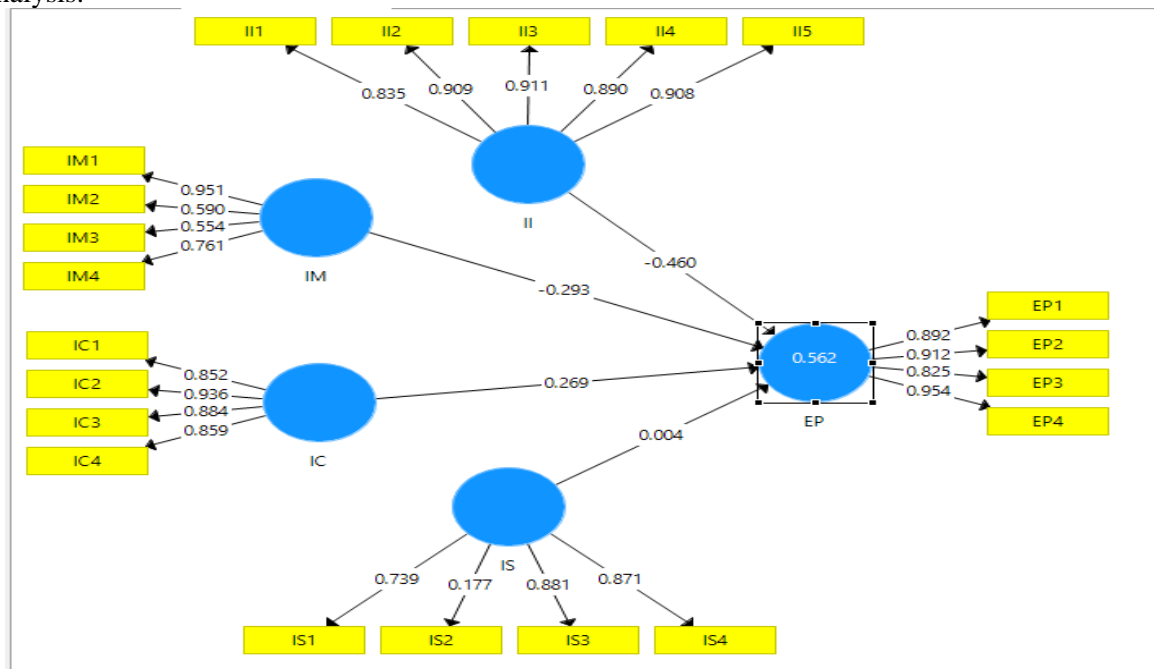
Graphical view of the structural model

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Abbreviations

   TL= Transformational Leadership
   II= Idealized influence
   IM= Inspirational Motivation
   IC= Individualized Consideration
   IS= Intellectual Stimulation
   EP= Employee Performance
   SPSS= Statistical Package for Social Sciences
   PLS= Partial Least Square
   SEM= Structural Equation Modelling