

UNIVERSITY  
OF  
LUSAKA

## **School of Postgraduate Studies**

# **AN EVALUATION OF THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE: A CASE STUDY OF SURYA GROUP OF COMPANIES**

A

Dissertation Presented

in Partial Fulfilment for requirement of the program

Master of Arts in Human Resource Management (MAHRM)

Student Name: **BRILLIANT MUSAKANYA MULENGA**

Student Number: **MBAGEN22114773**

**2024**

## **ACKNOWLEDGEMENTS**

I would like to all the members of Surya Group of Companies management team for the support provided to me to facilitate me to study for a Master of Arts in Human Resource Management (MAHRM) and for the approval to conduct a Research at the aforementioned institution.

I also would like to thank my research supervisor for his/ her understanding, guidance and support throughout the process of this research.

I want to give the last acknowledgement in this research paper for the guidance from my GOD and his outstretched arm through the encouragement, help and support from numerous people.

## **DEDICATION**

This research is for my beloved parents, my husband, children Salifyanji, Niza and Waluse and last but not the least to Almighty God for the time and support given to me during my research/ study.

## DECLARATION

I am fully aware that University of Lusaka has zero tolerance to plagiarism and copyright violation. Besides that, I am aware of the legal and academic repercussions that come with violating that code. In keeping with the said code of conduct against plagiarism and copyright infringement, I make the following declarations:

1. Below are the plagiarisms in the University which I have read in the University's yearbook.
2. To the best of my knowledge I have not violated the copyright laws of any country concerning the work submitted for this assignment.
3. I did not help or encourage or in any way partner with any person in relation to the work presented here.
4. I have not helped or facilitated anyone in the submission of work as their own work.
5. That this work is my own and that it does not contain the following elements: falsification, fabrication, collusion and or plagiarism.

**Name: BRILLIANT MUSAKANYA MULENGA**

A handwritten signature in blue ink, appearing to be 'Brilliant Musakanya Mulenga', written in a cursive style.

**Date: 20<sup>th</sup> March 2025**

## **COPYRIGHT**

I hereby cede to the University of Lusaka library all the intellectual property rights attaching to this research paper/work. As the owner of the copyright over this work, the University may store, publish or otherwise distribute the entire volume of this work or parts thereof as its discretion will dictate. I further certify that where applicable all copyright permissions and or other authorization to use privileged information has been obtained and attached hereto. Therefore, the University of Lusaka should not suffer any prejudice owing to the contents of this work.

**Name: BRILLIANT MUSAKANYA MULENGA**

A handwritten signature in blue ink, appearing to be 'BM', with a long horizontal stroke extending to the right and ending in a loop.

**Date: 20<sup>th</sup> March 2025**

## RESEARCH PAPER RELEASE FORM

I certify that the following student **BRILLIANT MUSAKANYA MULENGA**

Student Number **MBAGEN22114773** was under my supervision.

I further certify that he/she has attended all the scheduled meetings with me and that he/she has fulfilled all the requirements that I set before him/her as the supervisor.

It is my professional judgment that the research paper is of a sufficiently high standard as to be submitted with my name attached to it as the Supervisor.

I hereby release the student without reservation to submit his/her research paper for marking.

Name of Supervisor: **JEFF MUSONDA**



**Date:** 20<sup>th</sup> March 2025

## **ABSTRACT**

The aim of this study was to examine the relationship between transformational leadership and employee performance with special reference to dimensions like motivation, job satisfaction, and organizational performance at the Surya Group of Companies. Despite a significant body of literature examining diverse approaches to leadership in general, few studies have focused particularly on transformational leadership's effect on employee performance in a Zambian organizational context. This study aimed to fill this gap through examining those precise dimensions of transformational leadership that help to improve employee motivation, job satisfaction, and organizational commitment.

The research objectives included determining the different leadership styles adopted by the organization and their impact on employee performance and assessing employees' attitudes towards transformational leadership. The research utilized a mix of both quantitative and qualitative methods of collecting information. The basic random sampling technique was used to select a sample of 100 employees while 10 supervisors and managers were purposively selected to be interviewed to gain a more in-depth understanding of the organization's practice of leadership. The collection of data was done using closed-ended questionnaires administered to Surya Group staff while semi-structured interviews were used to collect information from key informants. Descriptive and inferential statistics through the utilization of SPSS were used to analyze the quantitative information while qualitative information was analyzed using thematic analysis.

The findings of the study revealed that transformational leadership was seen as the most desirable leadership style, having a positive impact on employee motivation, creativity, and teamwork. Key attributes such as individualized consideration, inspirational motivation, and intellectual stimulation significantly played a role in improving employee performance. Employees showed a strong inclination toward transformational leadership due to its ability to foster innovation, teamwork, and commitment.

This study adds to literature through emphasizing transformational leadership's role in building inclusive and high-performance organizational culture in Zambia. The findings indicate that it is important that Surya Group invest in leadership development programs to build transformational leaders. It was recommended that continuous training be undertaken by leaders, that employee feedback mechanisms be instituted, and that innovation-oriented programs be initiated to boost leadership efficacy and organizational performance.

## TABLE OF CONTENTS

ACKNOWLEDGEMENTS .....	i
DEDICATION .....	ii
DECLARATION .....	iii
COPYRIGHT .....	iv
RESEARCH PAPER RELEASE FORM.....	v
ABSTRACT .....	vi
LIST OF TABLES .....	xi
LIST OF FIGURES.....	xii
ACRONYMS .....	xiii
CHAPTER ONE.....	1
1.1 INTRODUCTION .....	1
1.2 THE BACKGROUND .....	2
1.3 OPERATIONAL DEFINITIONS.....	4
1.4 STATEMENT OF THE PROBLEM .....	5
1.5 RESEARCH OBJECTIVES.....	6
1.5.1 General Objective.....	6
1.5.2 Specific Objectives .....	6
1.6 RESEARCH QUESTIONS .....	7
1.7 SCOPE OF THE STUDY.....	7
1.8 SIGNIFICANCE OF THE STUDY .....	8
1.9 THE ORGANIZATION OF THE REPORT .....	9
CHAPTER TWO.....	12
LITERATURE REVIEW .....	12
2.1 Introduction.....	12
2.2 Empirical Review .....	12
2.2.1 To Investigate the Leadership Styles Practiced Within the Surya Group of Companies .....	12
2.2.2 To evaluate the impact of these leadership styles on employee performance at the Surya Group of Companies.....	17
2.2.3 To examine the key components of transformational leadership that enhance employee motivation and productivity within the organization.....	21

2.2.4 To analyze employees' perceptions of transformational leadership and its effectiveness at the Surya Group of Companies.....	24
2.3 Critique of Literature Review .....	27
2.4 Theoretical Review .....	29
2.4.1 The Transformational Leadership Theory.....	29
2.4.2 Expectancy Theory of Motivation.....	29
2.4.3 Commitment Theory .....	30
2.5 Conceptual Framework.....	31
CHAPTER THREE .....	34
3.1. Introduction.....	34
3.2. Research Approach.....	34
3.3. Research Design .....	34
3.4. Study Population.....	34
3.5. Sample Size .....	35
3.6. Sampling Design.....	35
3.7 Data Collection.....	35
3.8. Data Analysis.....	36
3.9. Study Variables .....	36
3.10. Ethical Considerations.....	36
CHAPTER FOUR .....	38
PRESENTATION OF RESEARCH FINDINGS .....	38
4.1 Introduction.....	38
4.2 Demographic Information .....	38
4.3 Leadership styles practiced within the Surya Group of Companies .....	40
4.4 Analysis of the Impact of Leadership Styles on Employee Performance.....	44
4.5 Key components of transformational leadership that enhance employee motivation and productivity within the organization. ....	47
4.6 Employees' perceptions of transformational leadership and its effectiveness at the Surya Group of Companies.....	54
CHAPTER FIVE .....	57
DISCUSSION OF FINDINGS.....	57
5.1 Introduction.....	57
5.2 investigate the leadership styles practiced within the Surya Group of Companies.....	57

5.3 Evaluate the impact of these leadership styles on employee performance at the Surya Group of Companies.....	59
5.4 Examine the key components of transformational leadership that enhance employee motivation and productivity within the organization .....	61
5.5 Employees' perceptions of transformational leadership and its effectiveness at the Surya Group of Companies.....	62
CHAPTER SIX.....	64
CONCLUSION AND RECOMMENDATIONS .....	64
6.1 Conclusion .....	64
6.2 Recommendations: .....	65
6.3 Limitations of the Study.....	66
REFERENCES .....	67
APPENDICES.....	72
QUESTIONNAIRE .....	72
INTERVIEW GUIDE FOR KEY INFORMANTS.....	77

## LIST OF TABLES

Table 1: Age Group Distribution of Respondents.....	37
Table 2: Job Titles/Roles of Respondents.....	37
Table 3: Tenure of Respondents at the Organization.....	38
Table 4: Leadership styles Surya Group of Companies.....	39
Table 5: Contribution of Leadership Styles to Employee Engagement.....	41
Table 6: Employee Involvement in Decision-Making Processes.....	41
Table 7: Overall Impact of Leadership Styles on Employee Performanc.....	43
Table 8: Motivation to Achieve Performance Targets Due to Leadership Style.....	43
Table 9: Influence of Leadership on Innovation and Creativity.....	44
Table 10: Do you agree that the following components of transformational leadership are practiced in your organization?.....	48
Table 12: What specific aspects of leadership motivate you to perform better?.....	52

## **LIST OF FIGURES**

Figure 1: Conceptual Framework.....32

Figure 2: Gender Distribution of Respondents.....37

## ACRONYMS

MNC..... Multinational Corporation

SMEs..... Small Medium Entreprises

SSA..... Sub-Saharan Africa

SPSS..... Statistical Package for Social Sciences

# CHAPTER ONE

## 1.1 INTRODUCTION

The key to effective leadership in today's business competitive market is crucial to organizational success, with employee performance being a key determinant of organizational success. While several factors play a role in employee performance, theoretical literature remains consistent in laying emphasis on leadership as a key determinant (Bass & Avolio, 1994). Effective leaders have the capacity to balance their subordinates' strength areas to create a positive organizational culture and tap people's full potential to enhance their output. Despite the understanding of effective leadership's importance, it remains a wide gap to fully comprehend the different types of leadership and their impacts on employee performance in different organizational settings, especially in the Zambian context.

The relationship between performance and leadership has attracted a great deal of academic focus. Northouse (2018) argues that transformational, transactional, and servant leadership styles offer distinct frameworks that can enhance or hinder employee performance. Transformational leadership, epitomized by attributes such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has become more well-understood in recent years with regard to their positive impacts on employee motivation, commitment, and job performance (Bass & Riggio, 2006). Empirical studies of transformational leaders' specific impacts in Zambian corporate institutions remain limited, however. This gap highlights the importance of a targeted research study on the impact of transformational leadership on employee performance against the backdrop of organizational culture in Zambia.

Past studies have pointed out that transformational leadership works best in settings that require innovativeness, adaptability, and high employee engagement (Gumusluoglu & Ilsev, 2009). On the other hand, Goleman's (2000) study illustrates that autocratic and micromanaging leader behaviors tend to lower employee morale, innovativeness, and overall performance. Though such studies provide insightful information, it is still

wanting in context-specific studies examining leadership issues in companies such as the Surya Group of Companies with diverse leaders using different management approaches with different units and hierarchical levels.

This study seeks to fill this gap through research that aims to examine transformational leadership's relationship with employee performance at the Surya Group of Companies. Drawing on employee attitudes, leadership practices, and performance outcomes, this study seeks to provide recommendations that may improve leadership approaches to cultivating job satisfaction, organizational commitment, and innovation. In addition to that, this study hopes to make a contribution to literature through proof that transformational leadership principles can be adapted to improve employee performance in Zambian business environments.

The findings will be of significant value to both academics and practitioners, enabling a deeper understanding of successful leadership approaches, as well as providing actionable guidance for leaders seeking to build a high-performance culture in their organizations.

## **1.2 THE BACKGROUND**

Leadership as a role has taken its prominence at peak in today's era of ever increasing competitive and business landscape. Due to this effect, transformational leadership together with its concepts has gained substantial recognition over the years especially for its effects on employee performance within the various organizational contexts.

According to Bass and Avolio (1994), the characteristics of transformational leadership is the ability of the leaders to inspire and motivate employees to achieve exceptional outcomes at the same time as fostering the innovative environment and change. Judge and Piccolo (2004) elucidates that the importance of transformational leadership in driving employee engagement and enhancing performance is evident in the pursuit of a complex and dynamic business environments by organizations.

Transformational leadership is mainly focused on the enhancement of internal motivation for their employees by driving them to transcend on their self-interests for the organization's sake.

Transformational leaders have the ability to drive employee performance effectively by cultivating a shared vision coupled with the provision of intellectual stimulation through offering of personalized support (Bass & Riggio, 2006). Transformational leadership has significantly been underscored following its relationship with various positive outcomes which includes job satisfaction, employee engagement and an overall organizational performance (Wang et al., 2011).

It is for this reason that Surya Group of Companies which operates in the manufacturing, oil marketing services and transport and logistics sectors was selected to for the study as it would provide a unique insight into the relationship between transformational leadership and employee performance. Currently, Surya Group has several products and services in the market as well as a strong establishment of commitment to excellence does not seek for recognition of its market position but cherishes a strict focus on the growth of leadership. Therefore, every organization management should ensure that the leadership philosophy identifies with transformational leadership principles and ensure that a context relevant for the demonstration of how transformational leadership behaviour impacts outcomes for the organizations employees is developed.

In the context of Surya Group, a multinational group of companies operating in the various provinces of Zambia and in India, this setting can uniquely provide valuable insights by understanding the intersection of leadership style and employee performance. Therefore, many organizations have a significant role to play when it comes to shaping the relationship between transformational leadership and performance outcomes through a deeper consideration of cultural dimensions, employee expectations and any other specific challenges to do with leadership.

Additionally, previous studies have mainly focused on understanding the transformational leadership on other organizational contexts while leaving a gap on its manifestation for companies like Surya Group. Thus, this study endeavours on filling the gaps from the previous studies by examining the dynamics of transformational leadership and employee performance to contribute to a broader comprehension of leadership's effectiveness in diverse settings.

Finally, this study will comprehensively evaluate the impact of transformational leadership on employee performance in the context of Surya Group of Companies by making known of key mediating and moderating factors that have a tendency of influencing this relationship. As a result of this, Surya Group will delve into providing practical recommendations that can enhance leadership practices to ultimately lead to improved employee outcomes and organizational success.

### **1.3 OPERATIONAL DEFINITIONS**

To achieve the objectives of this study, the following operational definitions of the variables used in this study are presented. The variables will definitely help in the assessment and analysis of data to make sure that the results are credible.

#### **Transformational Leadership**

It defines leadership culture where the leader is able to mobilize employees to recognize change that is convenient for the organization without the need for personal benefit but for the overall benefit of attaining superior results for the organization.

#### **Employee Performance**

Means the manner in which employees are able to perform their tasks.

#### **Surya Group of Companies**

This means the affiliated companies under one management engaged in manufacturing, transport and oil marketing business. All the data shall be collected from the employees of the group of companies to establish the correlation between transformational leadership and employee performance.

#### **Impact**

This means the extent to which transformational leadership impacts the performance of employees that is quantifiable in its nature.

### **Intellectual stimulation**

This is basically meaning that new, artistic and innovative ways of doing the traditional leadership. Challenges followers to consider the world in new ways and to consider what had heretofore been taken for granted.

Inspirational motivation

Just paints a nice picture and gives reason and direction to what has to be done.

### **Case Study**

This work defines a case study as an empirical study of the Surya Group of Companies that uses both qualitative and quantitative data collection tools including surveys, interviews, and performance indicators to analyse the relationship between transformational leadership and employee performance in this specific organisation.

## **1.4 STATEMENT OF THE PROBLEM**

Organizations today face increasing challenges in enhancing employee commitment, motivation, and retention. Empirical evidence reveals that only 19% of employees are fully committed to their jobs due to ineffective leadership practices. Additionally, a Gallup poll indicated that the percentage of organizations struggling with employee retention increased from 69% in 2023 to 78% in 2024, underscoring the urgent need for improved leadership strategies.

The Surya Group of Companies, a Zambian conglomerate founded by Kalpesh Patel in 2016, faces similar challenges despite efforts such as leadership changes and salary adjustments. These initiatives have not delivered the expected improvements in employee performance.

Research suggests that transformational leadership—characterized by inspiring and motivating employees—can enhance job satisfaction, organizational commitment, and performance (Bass & Riggio, 2006; Judge & Piccolo, 2004). Given the dynamic and

unpredictable business environment, examining the relationship between transformational leadership and employee performance is crucial.

This study investigates the role of transformational leadership within Surya Group, assessing employee perceptions of leadership actions and organizational performance metrics to identify how leadership styles influence employee outcomes. The findings aim to inform practical solutions for improving employee performance in the organization.

## **1.5 RESEARCH OBJECTIVES**

This research aims to provide a cohesive and systematic investigation into the relationship between transformational leadership and employee performance within the Surya Group of Companies. To achieve this, the research objectives are carefully aligned with the study's research questions, hypotheses, and broader aims. This section establishes the relevance of these objectives to the study, ensuring clarity and direction for the reader.

### **1.5.1 General Objective**

The primary objective of this study is to evaluate the influence of transformational leadership on employee performance within the Surya Group of Companies, focusing on its implications for motivation, productivity, and organizational success.

### **1.5.2 Specific Objectives**

The study is further guided by the following specific objectives:

1. To investigate the leadership styles practiced within the Surya Group of Companies.
2. To evaluate the impact of these leadership styles on employee performance at the Surya Group of Companies.
3. To examine the key components of transformational leadership that enhance employee motivation and productivity within the organization.

4. To analyze employees' perceptions of transformational leadership and its effectiveness at the Surya Group of Companies.

## **1.6 RESEARCH QUESTIONS**

The research is guided by the following questions, derived directly from the specific objectives, to ensure alignment and coherence in addressing the study's aims:

1. What leadership styles are practiced within the Surya Group of Companies?
2. How do the different leadership styles influence employee performance at the Surya Group of Companies?
3. What are the key components of transformational leadership that contribute to enhancing employee motivation and productivity within the organization?
4. What are employees' perceptions of transformational leadership and its effectiveness at the Surya Group of Companies?

## **1.7 SCOPE OF THE STUDY**

The current study explored the relationship between transformational leadership and employee performance at the Surya Group of Companies in Lusaka Province. It specifically explored ways in which behaviors that correspond to transformational leadership can increase motivation among workers, boost their production levels, and eventually contribute to enhanced organizational performance in the business arena of Zambia. The current study explored the leadership initiatives that were implemented between 2022 and 2024 and hence correlated with current business practices and working environments.

The research aimed to examine key dimensions of leadership through analyses of diverse leadership approaches to communication schemes and decision-making strategies utilized at the Surya Group. In addition to that, it measured employee outcomes ranging from job satisfaction to engagement level and performance indicators with a general aim to create a clear link between transformational leadership types and their subsequent impact on employees.

Primary information was obtained through interviews and questionnaires, targeting 100 employees selected by simple random sampling, as well as 10 managers or supervisors selected by purposive sampling. Secondary information from organizational records and relevant literature provided additional background for analysis. The research focused exclusively on the activities of Surya Group within Lusaka Province, intentionally omitting coverage of other branches and subsidiaries in different regions or industries.

Although the present research provides important insights to management practices and staff performance in the Surya Group company, it cannot be universally applied to businesses working under diverse settings, sectors, or organizational structures. In addition to this, it recognizes that factors outside this research might place some constraints that can negate such findings, including economic uncertainty or organizational reform attempts. By setting those boundaries, the research opens up to a focused inquiry that brings forth unequivocal conclusions regarding Surya Group's organizational design and quality of leaders, all within Zambian business cultures.

## **1.8 SIGNIFICANCE OF THE STUDY**

The findings of this study have considerable implications for both theoretical research and real-world applications in both the domain of contemporary multinational corporations (MNCs) and sectors related to Surya Group of Companies. This study addresses a critical lacuna in current literature through a critical study of the precise impact of transformational leadership on staff performance in a diversified business setup that is represented by Surya Group's business in energy, infrastructure, and agricultural sectors. As such industries have complex and ever-changing natures, understanding management techniques to enhance staff performance is crucial to maintaining competitive advantage.

Secondly, the study has important implications for Surya Group's leaders and managers. Through an investigation of transformational leadership's impact on employee motivation, productivity, and commitment, this research provides management with tangible findings that can be used to improve leadership practice. The conclusions drawn from this research will especially resonate with social

responsibility, sustainability, and innovational priorities embedded within the company's practice operations.

In addition to this, this study contributes to theoretical understanding of transformational leadership through its exemplification of application in a Zambian multinational organization. It building on previous frameworks by presenting empirical findings that connect different approaches to leadership with their attendant consequences in workers in complex and dynamic business environments.

Policy-wise, the findings of this research will be used to create customized organizational leadership training programs for businesses operating in competitive industries that will empower leaders with those minimum skills required to motivate, engage, and boost employees' performance. In addition to that, business schools will be helped with insights gained through this research to devise effective curricula for management courses that develop abilities relevant to the current-day business needs.

## **1.9 THE ORGANIZATION OF THE REPORT**

The chapters of this study will be arranged as follows;

### **i. CHAPTER 1: INTRODUCTION**

This chapter is to lay down the foundation of this study by presenting its background, objectives and questions. The following are the common sections of chapter one (1) as described below.

- 1.0. Introduction
- 1.1. The Background
- 1.2. Operational Definitions
- 1.3. The research problem speaks to the following:
- 1.4. Research objectives
- 1.5. Research questions
- 1.6. The Scope of the Study

- 1.7. Significance of the study
- 1.8. Operational Definitions

## **ii. CHAPTER 2: LITERATURE REVIEW**

This is also referred to as the literature review which is the next chapter of this work. It will briefly review the literature on leadership and employee performance in order to situate the study and explain why it matters. The following are the normal features of chapter Two (2).

- 2.0. Literature Review
- 2.0. Empirical Review
- 2.0.1. Analysis of the literature review
- 2.1. Theoretical Framework
- 2.2. Conceptual Framework

## **iii. CHAPTER 3: METHODOLOGY**

Chapter three is crucial in order to show the scientific merit of the research approach and will enable the reader to appreciate the methods used to collect and analyse data in order to answer the research questions. This paper will explain in detail the methods used in the research so that other scholars can replicate it and hence verify the results. The following are the common features of chapter Two (2).

- 3.0. Methodology
- 3.0. Research approach
- 3.1. Research design
- 3.2. Study population
- 3.3. Sample size

- 3.4. Sampling design
- 3.5. Data collection
- 3.6. Data analysis
- 3.7. The variables of the research (independent, dependent, control)

#### **iv. CHAPTER 4: PRESENTATION AND DISCUSSION OF FINDINGS**

The information gathered in this study will be presented in this Chapter, but without analysis or predetermined attitudes. It will focus on summarizing and reporting the results obtained from the analysis of the data, and it will serve the following key purposes:

- 4.0. Reporting of the findings that were gathered
- 4.1. Analysis of the data
- 4.2. Preparation of tables, graphs and charts for presentations of results.

#### **v. CHAPTER 5: DISCUSSION**

The subsequent chapter will discuss the results discussed in chapter Four. It will help to summarize the whole research project because it will link the findings to the research questions, literature review and theoretical framework which will contribute to its understanding.

- 5.0. Interpretation of findings
- 5.1. Comparing with the prior studies.
- 5.2. Conclusion: theoretical and practical contribution

#### **VI. CHAPTER 6: CONCLUSION AND RECOMMENDATIONS**

This final chapter will sum up the entire dissertation by presenting the summary of the main findings, implications, limitations and recommendations, and the contribution, limitations and general lessons of the study. These will include the following;

6.0. Summary of key findings

6.1. Some conclusions which can be made from the research

6.2. Conclusion and Recommendations to Surya Group and Future Researches research

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of the literature to the study, incorporating theoretical underpinnings and empirical findings of prior research to the conceptual framework of the study. It seeks to achieve the particular objectives set down for the study of leadership styles focusing with particular emphasis on the transformation leadership as practiced in Surya Group of Companies and its consequences for employees.

#### **2.2 Empirical Review**

##### **2.2.1 To Investigate the Leadership Styles Practiced Within the Surya Group of Companies**

The literature review for this purpose takes into consideration of empirical studies that have been carried out at the international, international and local level on the leadership styles that are of significance in the corporate world such as Surya Group of Companies. It encompasses knowledge of the various forms of leadership such as the transformational, transactional, participative and the laissez-faire types and their impact on organizational performance, employee motivation and Creativity.

##### **Global Level Studies**

In his work, Goleman (2020) analysed the impact of leaders' activities on the performance in business in many industries across the world. His research identified six distinct leadership styles: These are the B pace of leadership which are coherent,

authoritative, affiliative, democratic, pacing, and coaching. In the view of Goleman, the great leaders therefore, adapt their leadership styles to the situation and to the followers. For instance, the authoritative leadership style was seen as relevant to goal clarity and therefore appropriate in crisis, while the affiliative leadership style helped to foster team cohesiveness and the building of emotional attachment when changes were being made. Also, the democratic style was seen as fostering cooperation most especially in organizations whose activities depend on knowledge. But Goleman also mentioned that none of the models was optimal all the time and the best leaders are those who can move between the modes quickly. In the course of the study, the literature review was able to postulate that the employment of flexible leadership styles enhances team performance and satisfaction, which gives a good reason for organizations to accomplish their goals.

There is much work done in the field of leadership starting with the work done by Bass and Avolio (2014) who came up with the initial categorization of leadership as transformational and transactional. The researchers came to a conclusion that transformational leadership is more useful than transactional leadership most of the time particularly when change is required. For instance, the organizations that have transformational leadership had high rates of employee satisfaction, employee creativity and commitment to organizational values. However, there is a major limitation in the study that has not been discussed; cultural differences that may impact on the leadership and the resulting output have not been factored in.

Yukl (2021) has noted that leadership styles are more flexible in use in multinational organizations. He mentioned that the most effective leaders combine both the transformational and transactional leadership styles in order to actualise organizational goals and work through diverse human resource. Yukl pointed out that transformational leadership is better in motivating subordinates and assisting them in setting a group vision and commitment which is very important in volatile and innovative organizations.

To the present, House and colleagues' (2014) GLOBE study can be deemed one of the biggest projects to address leadership cultural dependence. Focusing on leadership preferences in more than sixty countries the study revealed that charisma and

participation are the most preferred, while autocratic leadership is preferred to some extent in some cultures rather than others. In response, the authors submitted that future research should focus on various types of leadership in an effort to gain a better understanding of the kinds of leadership that can be of most use in family businesses.

### **Regional Level Studies (Africa)**

In their study of the year 2008 Walumbwa et al examined the leadership practices within organizations in Africa in relation to the performance of teams and trust within organizations. The research analysis of leadership type that includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration revealed that it positively influenced employee performance and their trust in the leadership. In the study, the transformational leaders mobilized the followers' visionary and innovative processes for change as vital to the management of change in the African societies. From the study, Walumbwa et al noted that transformational leadership can be usefully applied to the African organizational context in addressing such problems as morale and turnover. The authors proposed that future studies should build on their work by investigating non-formal business environments and the contextual theory of transformational leadership across numerous African industries.

In detail, Bolden and Kirk (2019) focused on the Sub-Saharan Africa region, and the appropriateness of leadership styles to the social and economic context. Bolden and Kirk revealed that the present leadership practices in organizations had two forms, namely the African leadership and the Euro-American managerial practices. On the leadership style, the Team leaders identified the Participative leadership style as being the most useful in getting the team to work and own the process. Managers also employed Ubuntu, an African concept that emphasizes on group and people in order to build good teams. However, one limitation of the study is that it does not differentiate the research between industries because the data collected are from generic organisations. The authors gave recommendations for future work to investigate the styles of leadership in various industries such as technology, manufacturing, and many more to find out how leaders can transform their leadership styles to fit specific industries.

Eagly and Chin (2017) examined gender, culture and leadership in Africa. They discovered that women leaders applied participation and inclusiveness as the leadership style that best suited the multicultural and communal employees in Africa. Hence, the described styles were effective in enhancing cohesiveness of the team, including everyone and conflict solving. Eagly and Chin noted that gender integrated leadership increases the efficacy of organizations and recommended that further research must consider other forms of oppression in the African setting.

In his attempt to determine the extent to which the concept of authentic leadership is being used in African organizations, Nkomo and Kriek (2011) sought to assess it against the backdrop of Ubuntu. The authentic leaders were also perceived to create trust and motivation through dealing with concerns to do with openness, ethics and relational authenticity. This research noted that organizations that are headed by authentic leaders had the lowest level of employee attrition and the highest morale. Nkomo and Kriek suggested the following areas for further research: the effects of authentic leadership on innovation and competitiveness of new industries in Africa.

### **Local Level Studies (Zambia)**

In the study done by Chanda and Mumba (2019) the researchers aimed at identifying the type of leadership that prevails within the SMEs sector in Zambia. This established that democratic and Laissez Faire leadership styles were the most preferred styles by the managers. The result of the study showed that democratic leadership has a stronger influence on employee engagement and performance in SMEs. However, the type of leadership that demands the worker to transform and strive towards meeting organizational goals such as the transformational leadership, was not well applied. Chanda and Mumba (2011) argued that democratic leadership was beneficial in the SMEs of Zambia and only highlighted that transformational leadership could provide an even greater impact in the growth of the organizations. They recommended that the subsequent study should establish the practices of transformational leadership and the impact they have on SMEs in Zambia.

Mweemba et al. (2020) intended to assess the leadership behaviours in Zambian educational organizations concerning teacher engagement and learners' performance.

Hence the leadership style that was determined to be most effective for enhancing teacher cooperation and involving them in the decision making process was participative leadership. Mweemba et al. argued that leadership styles are crucial in determining the effectiveness of an institution and recommended that future work should compare leadership behaviours across other organizations than those in the education sector in Zambia.

Banda and Phiri (2021) focused on the leadership behavior of the mining sector in Zambia which is a vital sector in the Zambian economy. They discovered that transformational and visionary leadership styles were most common and those positively influenced team cohesiveness and team performance. From the research, mining firms were most likely to benefit from transformational leadership because the industry was difficult and constantly evolving. However, the current study did not investigate leadership in small firms within the Zambia mining supply chain. Banda and Phiri recommend that future research should examine leadership in the SMEs in the mining industry, because these are the companies that form the backbone of the entire mining business.

In the current study, which was conducted by Zulu and Sakala (2022), the leadership practices of Zambian agricultural cooperatives were analyzed. This paper concluded that participative leadership was most effective since it involved decision making and made the members of the cooperative feel like owners. The authors observed that the leaders who positioned the members into the planning and decision-making structures were given high levels of trust and high levels of productivity of the co-operatives. On the positive side, the research evidence indicated that participative leadership is appropriate for the cooperative form of organization, despite the lack of knowledge about transformational leadership behaviours that would enhance creativity and performance. Zulu and Sakala noted that, the leadership in the cooperative had to be participative and the authors recommended that there is need to also examine how transformational leadership can enhance innovation in the agricultural cooperatives.

## **2.2.2 To evaluate the impact of these leadership styles on employee performance at the Surya Group of Companies.**

### **Global Level Studies**

Podsakoff et al. (1990) aimed to establish the relationship between transformational leadership and performance of employees in organizations of all types and from all parts of the world as well as to determine the effects of leadership on motivation and performance in various contexts. The study found out that the aspects of transforming leadership such as visionary leadership, inspirational leadership, intellectual stimulation and individual consideration had a positive effect on motivation and performance of employees. The followers of the transformational leaders had better job performance, that is, higher levels of job engagement, higher levels of job satisfaction, and levels of commitment to the organizations' goals. Therefore, the study concluded that competitive industries needed Transformational leadership to address the issue of employee performance since it empowers the employees and foster high performance. But it has not discussed the impact of organizational culture on leadership styles; it suggested that future work should assess the impact of moderating cultural variable on leadership outcomes.

Judge and his colleagues (2018) wanted to establish the relationship between leadership practices, which include transformational and participative leadership, and work performance and job satisfaction among employees in multinational companies. The present study established that the participative and transformational leadership styles improved employee performance, job satisfaction, and commitment while autocratic leadership style reduced performance. The authors identified a limitation of their study; the authors failed to describe how different industries affect leadership and consequently future research should compare leadership styles with industries to see the influence on leadership performance.

Wang et al. (2021) in their meta-analysis examined the relationship between transactional and transformational leadership and task performance in international organizations and the benefits of using either transactional or transformational leadership for short term accomplishment and long term employee growth. Therefore,

this study revealed that both transactional and transformational leadership styles are appropriate to support continuous high performance. A weakness of the paper was that the authors did not look at the two forms of leadership, that is, transactional and transformational leadership; the authors recommended future studies that would help to understand the interaction of the two types of leadership in relation to high performance under different circumstances.

Avolio and his colleagues (2019) intended to review the literature on the extent to which leadership behaviours help enhance team performance in global organisations particularly on the comparison between transformational and transactional leadership in volatile context. In this regard, the present work established that the kinds of leadership that emphasis on trust, team cohesiveness, and inspiration – transformational leadership – were positively related to the team performance especially in dynamic conditions where teams are expected to perform creative and flexible tasks. Transactional leadership was not very effective in these settings either. The current study also showed that employee centered leadership particularly the transformational leadership was more beneficial in producing positive organizational results and this was through good employee relations. However, the study failed to explain how leadership impacts industries during the course of technological changes, and the authors recommended further cross-sectional study to determine the outcome of different kinds of leadership on industries as they change with time.

### **Regional Level Studies (Africa)**

Walumbwa et al. (2015) was examining how transformational leadership influences performance in African organizations but particularly those in Sub-Saharan region. This research therefore found that in African organizations, the leadership that counts most is the transformational leadership that helped close the morale, productivity, and job satisfaction gaps. This leadership model was suitable for the collectivistic culture seen in many African countries and which encourages group work. This paper finds that it is most appropriate in these situations because it develops cohesion and enthusiasm within the teams. Yet, there was no information on the effects of transactional leadership in the African organizations and the authors argued that more research should be

conducted to explain the outcome of other types of leadership including transactional leadership on employees' performance in the African countries.

The study done by Mutunga & Gachunga (2023) aimed at establishing the influence that the leadership has on the performance of employees in the manufacturing sector in Kenya through comparing between democratic, transformational and autocratic leadership styles. This paper also found democracy and transformational leadership to help in increasing employee engagement motivation, and productivity. Those being led under these leadership styles felt valued and invited to be part of the decision making processes hence; performed well. On the other hand, autocratic leadership made the production slow because of centralization and decreasing the innovation of workers. The study established that the most inclusive leadership styles that may improve production performance in the manufacturing sector include democratic and transformational leadership. However, the research did not examine the impact of the leadership behaviour on employee retention in the longer perspective and the authors noted that further work is needed to develop the linkages between the leadership and organization commitment and performance in the sense of turnover.

In the work of Adeoye and Torubelli (2021) focusing on the leadership styles and the level of organisational commitment of employees in the Nigerian banking sector, transformational and transactional leadership was considered. The research finding suggested that transformational leadership has positive impact on organizational commitment, reduces turnover and improves organizational performance. There was a gap within the study with regard to the role of industry specific variables such as the changes that are prevalent in the banking industry. The authors recommended further research on leadership styles in different branches of the economy and, in particular, in the banking sector.

Bolden and Kirk (2009) assessed the use of leadership in Sub-Saharan African organizations with particular focus on the hybrid form of leadership, that is, the incorporation of the traditional African form of leadership and the modern forms of leadership. The study therefore concludes that in order to realize success in organizations in Sub-Saharan Africa, leadership must be contextual in nature, meaning

that culture and organization have to be considered. However, the research did not focus on the leadership styles in the non-organised business sectors, which are also vital for the region's economy, and the authors recommended further examination of leadership outcomes in the non-formal sectors.

### **Local Level Studies (Zambia)**

In their study of the effects of leadership styles on employee performance of Zambian SMEs with focus on democratic and laissez-faire leadership styles, Chanda and Tembo (2018) revealed that. This research study found out that the type of leadership that encouraged people to participate in decision making and which encouraged open communication greatly influenced team work and task accomplishment and employee productivity. On the other hand, the laissez-faire leadership was useless and unproductive and the team had no direction. Consequently, the study recommended that democratic leadership can be handy for boosting performance in Zambian SMEs because it encourages employees' involvement and cooperation. Thus, the present study did not assess the transformational leadership, which might have been useful in explaining the results of the more active leadership styles. Further research should be done in order to analyze the implications of transformational leadership on employees in SMEs in Zambia.

Phiri and Mulenga (2020) worked on the relationship between leadership styles and teacher performance in Zambian education focusing on participative leadership. The type of leadership that includes teachers in the decision-making process and acknowledges their efforts was found to raise staff morale, motivation and teachers' performance. The teachers under participative leaders had higher levels of commitment and job satisfaction at their work place. This work showed that leadership that embraces diversity is crucial in achieving improved results when teaching and that motivation of the teacher is a factor that has an impact on learning. The research also failed to compare and contrast the various forms of leadership that are obtainable in corporate world and this would have provided a wider outlook of leadership in Zambia. Future research should attempt to extend the leadership effects in organizations especially in the manufacturing and retail sectors.

Banda et al. (2021) focused on leadership styles in the Zambian mining industry, and the consequences for team performance and innovation. From the study, transformed leadership improved the output of the team, creativity and innovative thinking, and problem solving. Those managers who directed, enhanced the meaning of work to employees, and encouraged creativity outperformed other managers. The study revealed that TL is appropriate for the volatile industries such as mining whereby safety, innovation and group cooperation is important. This research has one major limitation; There is no visible attempt made to define the leadership styles in small enterprises that would have helped to build on the understanding of the impact of leadership in the business world. This paper should be followed by other studies on the leadership in small business organizations in the mining industry to establish their particular issues and concerns.

Mwale and Sakala (2022) worked on the research on leadership styles and employee performance in the Zambian agricultural cooperatives. The findings in this study showed that, leadership that involves employees in the decision-making process and solicits feedback from the employees improved team work and co-operative output. Leadership information and support helped to enhance motivation of the teams and therefore increased their involvement. It was therefore recognised that participative leadership is essential towards creation of a good working culture and high performance in the agricultural cooperatives. This did not consider the fact that transformational leadership can be very useful in industries that are likely to change frequently and come up with new ideas. This paper also suggests that future research could examine further how transformational leadership can be used in agriculture and how it can enhance the processes of innovation.

### **2.2.3 To examine the key components of transformational leadership that enhance employee motivation and productivity within the organization.**

#### **Global Studies**

Bass and Avolio (1994) have discussed efforts which have been made to establish outcomes of transformational leadership on motivational, attitudinal and financial results in different sectors of Indian industry. This present study also supported the sub construct of the transformational leadership that are: inspirational motivation, idealized influence, intellectual stimulation and individualized consideration that are known to improve motivational levels and job satisfaction of the employees. From this paper therefore the author concluded that transformational leadership has positive effects on employee motivation, commitment and performance because it creates positive and creative culture change. The authors stated that more studies should be performed in order to determine the impact of all the aspects of transformational leadership on organizational performance.

In their meta-synthesis done in 2004, Judge and Piccolo aimed at finding out the relationship between the transformational leadership and employees' performance in different sectors in Nepal. This paper therefore supports the proposition that transformational leadership has a positive impact on both individual and group performance. The kinds of leader behavior such as visionary, individualized consideration, and intellectual stimulation were proposed to affect motivation through the goal compatibility, creativity encouragement and individual focus. This paper revealed that leadership by change has a positive impact on motivation and performance since the leader describes to the follower, focus on the individual and raises the opposite frame of reference. The authors suggested that perhaps it would be handy for organisations to consider leadership development intervention to foster these aspects hence motivation and performance.

The study by Harter et al, (2002) was carried out in order to the leadership styles and employee's motivation and performance in the global organizations. The researchers learned that the most effective strategy for management was the transformational leadership in order to increase the employees' commitment and productivity. In detail, only two dimensions of the job design model: inspirational motivation and intellectual stimulation had a positive effect on engagement. Leadership behaviours that increased employee engagement include: The last quality that, I believe, contributes to people's

happiness is being able to be independent and creative. It was discovered that employees under transformational leaders, who lead by inspiring employees, giving them direction, and encouraging them to think more creatively work harder. The opinions of the authors in this work are that there is need for organisations to increase their investment in transformational leadership to improve on communication and stand a better chance of having a challenging work environment.

### **Regional Studies (Africa)**

In expanding the literature on transformational leadership and work motivation and performance in Sub-Saharan Africa organisations Walumbwa et al. (2015). The authors also found that the transformational leadership has a significant positive correlation with motivation through identification of the group, creativity, and support. Leadership by influence and leadership by direction: The ideal leadership dimensions for increasing organizational commitment of employees to their personal goals were identified as idealized influence and individualized consideration. This research therefore suggests that the culture of community leadership in Africa is most appropriate for transformational leadership. To this end, the authors recommended that management practices of African organizations should entail transformational leadership in order to enhance employee motivation and performance.

In the study done by Mutunga and Gachunga (2013) the authors' objectives were to assess the correlation between the two variables; transformational leadership and employee performance in the manufacturing sector in Kenya. They also found out that inspiration/ stimulation factor of transformational leadership is positively related to motivation and performance respectively. The employees who had motivation and who perceived that their leaders were motivating did very well. It also identified that transformational leadership particularly in industries that are in the process of change such as the manufacturing industry has positive effect on the workers' output. This was the same way the authors suggested that the Kenyan manufacturing firms should embrace transformational leadership in order to uplift the working morale of the employees.

### **Local Level Studies (Zambia)**

Chanda and Tembo (2018) reviewed the current literature regarding the effects of leadership styles on the employees' productivity within Zambian SMEs with a special reference to transformational leadership. The authors discovered that the proposed transformational leadership lead to increased employee motivation and subsequently, increased productivity. Of the two constructs of EI, idealized influence and individualized consideration were vital in encouraging employees to go the extra mile and achieve organizational objectives. According to this study, Zambian SMEs were found to increase their employees' productivity through transformation leadership since it provides a feeling of ownership. The authors suggested that transformational leadership should be embraced by the SMEs owners and managers in Zambia to increase the motivation of employees and improve organisational performance, respectively.

Banda, Mulemena, and Brougham (2021) conducted a study on the mining industry in Zambia and sought to establish the relationship between transformational leadership, and team performance and innovation. The authors determined that the aspects of TL; specifically, IL and IM, positively influenced team performance and innovative behavior. The study found that the employees working in the mining companies in Zambia were more engaged and creative if they work under the transformational leadership. Thus, the study found that transformational leadership is most suitable for high risk and innovation industries like mining, where motivation and solving of problems are critical to organizational performance. According to the authors, Zambian mining firms should adopt transformational leadership to promote innovation, and strengthen the teams and productivity.

## **2.2.4 To analyze employees' perceptions of transformational leadership and its effectiveness at the Surya Group of Companies.**

### **Global Level Studies**

In the study conducted by Shamir et al. (2023), the employees' perception on transformational leadership and the impacts of motivation and performance in different organizations were evaluated. The study further found out that the workers who had

positive attitude towards their leaders as being transformational had high motivation, job satisfaction and organizational commitment. In this study, we concentrated on leadership and employees' attitude toward leadership; this means that transformational leaders can shape the context in which employees and their organisations are more innovative and engaged. As pointed out by Shamir et al. (1993), employee perception of transformational leadership is suggestive of a critical variable that influences the efficiency of the organization, motivation of employees and their experience at the workplace. Consequently, based on the findings of this study, organizations should keep on assessing employees' attitude since leaders should exhibit the dimensions that are capable of improving performance and satisfaction.

Gumusluoglu and Ilsev (2009) study focused on the relationship between transformational leadership and employees' creativity and innovation within the organization and pointed out that the results of the study were based on the perception of employees towards their leaders. They found that audience for whom leaders were transformational had higher levels of innovation and work commitment. This research established that employees' perceptions of transformational leadership are the fundamental predictor of organizational creativity and innovation. In the opinion of the authors, it is important for organizations to continue to adopt transformational leadership practices, engage the employees to assess their perception of the leaders for the sustenance of innovative behavior in the work place.

Bass and Riggio (2016) attempted to determine the relationship between the four factors of transformational leadership and employee perception of job satisfaction and job performance. The current study also found that there was a positive relationship between positive leadership perception, especially transformational leadership and job satisfaction and performance. It also revealed that transformational leadership has a positive relationship with organizational performance since they foster positive work environment. Bass and Riggio (2006) posit that transformational leadership influenced job satisfaction of the employees and organizational performance. From the study, the authors recommended that leadership development should be a strategic investment and that organizations should develop leadership training and education that would

enhance the transformational leadership behavior of the leaders; they further suggested that organizations should carry out attitudes surveys to establish the perception of the employees in order to foster positive change in organizational culture.

### **Regional Level Studies (Africa)**

Avolio et al. (2019) aimed at identifying the relationship between TL and employee perceptions of leadership in the Sub-Saharan area. In the present research, it was found that employees who had positive perception of the leader as transformational had higher level of job satisfaction, commitment and organizational loyalty. According to Avolio et al. (2009), transformational leadership is encouraged in African organizations because it is associated with cultural values of respect, teamwork and coaching. The research outcome indicated that the employees' attitudes towards the transformational leadership were important for the enhancement of leadership in effectiveness and organisational results in Africa. The authors recommended that African organizations should adopt the TL model that is in harmony with the cultural values of the people to increase employees' commitment and organisational performance.

Pillay (2014) in South Africa investigated the relationship between the employees' perception of transformational leadership and organizational performance. The research found out that there was a significant relationship between the perception that the leaders are transformational and organizational commitment and performance of the employees. Transformational leaders ensured that these employees felt that they belong to a team, provided direction, meaning, support as well as challenge. The author(s) of the study last concluded that the employees' perception of transformational leadership had a positive effect on organizational performance and success. It was also considered as one of the most significant causes for higher performance among the employees and raised commitment to the company goals. According to Pillay (2014) South African organizations should continue to foster leadership development programmes in order to help employees to display transformational leadership behaviours in order to have positive attitude towards their work and in a position to support organizational goals.

### **Local Level Studies (Zambia)**

Chanda and Tembo (2018) examined the relationship between transformational leadership and employees' performance and motivation in Zambia's SMEs while focusing on employees' attitudes towards their leaders. This paper showed that if employees have a positive perception of their leaders as transformational, they will be more motivated at the workplace. Therefore, the study concludes that transformational leadership results to positive culture and performance in any organization. Chanda and Tembo (2018) postulated that the attitude of employees towards transformational leadership to enhance motivation level and performance in the Zambian SMEs. The study recommended that the management in Zambia should adopt the transformational leadership and ascertain the perception of employees on leadership to enhance on engagement and performance.

Musonda and Mubanga (2019) did a study on the perception of employees on transformational leadership in Zambian Public Sector Organizations. In their work, they showed that employees who have a positive towards their leaders as well as those who reported their leaders as transformational had positive perception towards organizational justice and openness. The affected employees reported that they had higher motivation and job satisfaction and therefore higher performance. The study revealed that leadership styles used in the public sector particularly individualized consideration of transformational leadership was most preferred. Musonda and Mubanga (2019) revealed that attitude held by the employees towards transformational leadership influenced job satisfaction and performance in the public sector of Zambia. The authors recommended that the public sector organizations in Zambia should provide funds for leadership training with special focus on transformational leadership to change employees' outlook and organizational performance.

### **2.3 Critique of Literature Review**

The literature review of the research concerning the employees' perception of transformational leadership is a very detailed and rich review which is useful at the global, regional and organizational level. The results of the analyzed papers support the relevance of the concept under consideration, and, therefore, help to expand the literature on transformational leadership. To this end, the global research by Shamir et

al. (2023) and Bass & Riggio (2016) formed the overall foundation for the effects of transformational leadership on motivation, satisfaction and performance, which are overall outcomes of any organization in the world. These works give a general view of the effectiveness of the leadership style and its effectiveness towards organizational performance. From the literature, Avolio et al (2009), Pillay (2014) indicate that at the regional level there is culture of transformational leadership in Africa and transformational leadership is supported by communal culture in Africa so there was need to understand the effectiveness of leadership in Africa organizations. At the country level, Chanda & Tembo (2018) and Musonda & Mubanga (2019) contribute to the literature by extending the knowledge in the context of Zambia, more particularly within SMEs and public organizations, on the effect of transformational leadership on employees' productivity and organization performance.

These studies add to the literature on the global, regional, and local impact of transformational leadership. It gives a number of views that assist the practical understanding of how leadership behaviors affect the level of engagement and performance of employees and also the use of transformational leadership within the different industries and around the globe.

Still, certain fields can be mentioned as underrepresented within the current literature analyzed in the present paper. The problem is that when examining dependencies between variables and the relationships between the variables, the meso or macro contextual factors such as organization culture and national culture are rarely discussed as moderators of the relationship between employees' perceptions of transformational leadership. Despite the fact that the studies offer useful findings, a limited number of articles were identified that examine how the sector (e.g., private or public) and the type of leadership (e.g., in hierarchical or flat organizations) influence employee perception of transformational leadership.

In light of these limitations, the following recommendations are made for future research: Further research should employ more methodological rigorous approach which has to include both qualitative and quantitative data sources. It should also consider other contingency factors which include culture of organizations, practices

within an industry and national culture on leadership productivity. In extending the scope of this literature review to include a broader range of contexts and methods it is hoped that the gap in knowledge regarding transformational leadership will be to some extent addressed.

## **2.4 Theoretical Review**

### **2.4.1 The Transformational Leadership Theory**

The Transformational Leadership Theory was originally developed by James MacGregor Burns in 1978 and later detailed by Bernard M. Bass in 1985. It is focused on the positive interplay between leaders and followers working together to create deep-seated changes. The theory highlights four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence leaders demonstrate moral conduct, support their employees' self-worth, and provide inspirational guidance that is consistent with the company's objectives. Inspirational motivation involves setting clear and inspiring goals that generate commitment and enthusiasm. Intellectual stimulation increases creativity and innovativeness while individualized consideration involves mentoring and enabling employees to reach their full capabilities.

This framework is especially important to the Surya Group of Companies because its management philosophy greatly resonates with principles of transformational leadership. When leaders in organizational settings accept such dimensions, it increases staff motivation, creative production, and job satisfaction, factors that increase performance and reduce staff turnover. The organizational structure, employee characteristics, and company culture at the Surya Group present some constraints to applying such principles. The present study seeks to examine transformational factors' effect on leadership performance within the Surya Group with a focus on organizational development and performance.

### **2.4.2 Expectancy Theory of Motivation**

Victor Vroom's (1964) Expectancy Theory, emphasizes that workers derive motivation through anticipation that their work will lead to something they value. The theory is

based on three vital dimensions: expectancy that says effort will lead to performance; instrumentality that says performance will lead to reward; and valence that refers to value of those rewards. For effective application of this theory, it is important to have clear standards of performance, requisite resources available, and just reward systems.

For the Surya Group of Companies, such a principle offers a working framework with a primary objective to increase employee motivation through formal setting of goals, explicit evaluation techniques, and explicit incentive schemes. Transformative leaders, as an example, can leverage inspirational motivation to make clear performance expectations effectively communicated with tangible rewards such as bonus payment, promotion, or praise. Such integration is crucial to foster the continuous motivation and commitment of employees to the general organizational objectives.

The study seeks to explore expectancy theory's role in developing transformational leadership and consequently enhancing performance at Surya Group. By fusing expectancy theory's motivational factors with transformational leadership practice, this study will unveil to what extent clear expectations and their subsequent consequences drive employees' motivation and performance.

### **2.4.3 Commitment Theory**

Meyer and Allen's Organizational Commitment Theory, developed in 1991, identifies three dimensions of commitment: affective, where the employee has an emotional bond with the organization; continuance, where the cost of leaving is perceived; and normative, where there is a feeling of obligation to remain. These are shaped by employee experiences, the dominant organizational culture, and leadership behaviors.

Transformational leadership—distinguished by inspirational motivation and individualized consideration—has the capacity to greatly enhance employees' commitment in the Surya Group of Companies. As such, if employees participate in decision making actively, have opportunities to advance their careers, and are rewarded fairly, their emotional and long-term commitment is enormously enriched. In addition to that, by reiterating organizational values and building a positive working culture,

normative commitment is triggered, strengthening employees' commitment to the organization.

This study will examine how commitment theory supports transformational practices in leadership at Surya Group. Weaving together these ideas, this research will examine leaders who create a positive organizational culture that breeds commitment to their company, enhances consistency, and increases job performance. This theoretical literature review will examine the implementation of Transformational Leadership Theory, Expectancy Theory of Motivation, and Commitment Theory in relation to the Surya Group of Companies. The research aims to investigate the connections between and among those theories and their impact on practices of leadership, motivation of employees, and organizational commitment. The study will specifically study the Surya Group's leadership processes with the anticipation that findings will have useful applications to other businesses that compete in similar business environments.

## **2.5 Conceptual Framework**

The conceptual framework outlines the relationship between key variables relevant to the study. The **independent variable** is transformational leadership, which includes elements such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). These dimensions collectively define the leadership behaviours that can impact employee outcomes.

The **dependent variable** is employee performance, measured through indicators such as productivity, work quality, and task efficiency. Employee performance is influenced directly by transformational leadership and indirectly through two mediating variables: employee motivation and organizational commitment.

### **Mediating Variables:**

- Employee Motivation: Transformational leaders can inspire employees through clear vision-setting, goal articulation, and personalized encouragement. Recent studies highlight that transformational leadership positively influences employee motivation by fostering intrinsic rewards (Nguyen et al., 2021).

- **Organizational Commitment:** Transformational leadership behaviors such as individualized consideration build emotional attachment and loyalty among employees, promoting commitment to organizational objectives (Asif et al., 2022).

While the Transformational Leadership Theory is widely accepted in organizational studies, recent critiques suggest that its emphasis on charisma may overshadow the role of structural workplace factors (Alvesson & Spicer, 2020). Additionally, the theory's focus on motivation assumes that employees are inherently driven to align with organizational goals, which may not apply in settings where extrinsic rewards dominate (Khan et al., 2021). Therefore, the study integrates the Expectancy Theory to account for situations where employee effort is driven by anticipated rewards. This dual-theory approach enhances the conceptual framework by combining motivational drivers with leadership influence.

By applying these theoretical insights, the conceptual framework provides a structured model for assessing how transformational leadership practices at Surya Group of Companies impact employee performance through motivation and commitment.

Figure 1: **Conceptual Framework**

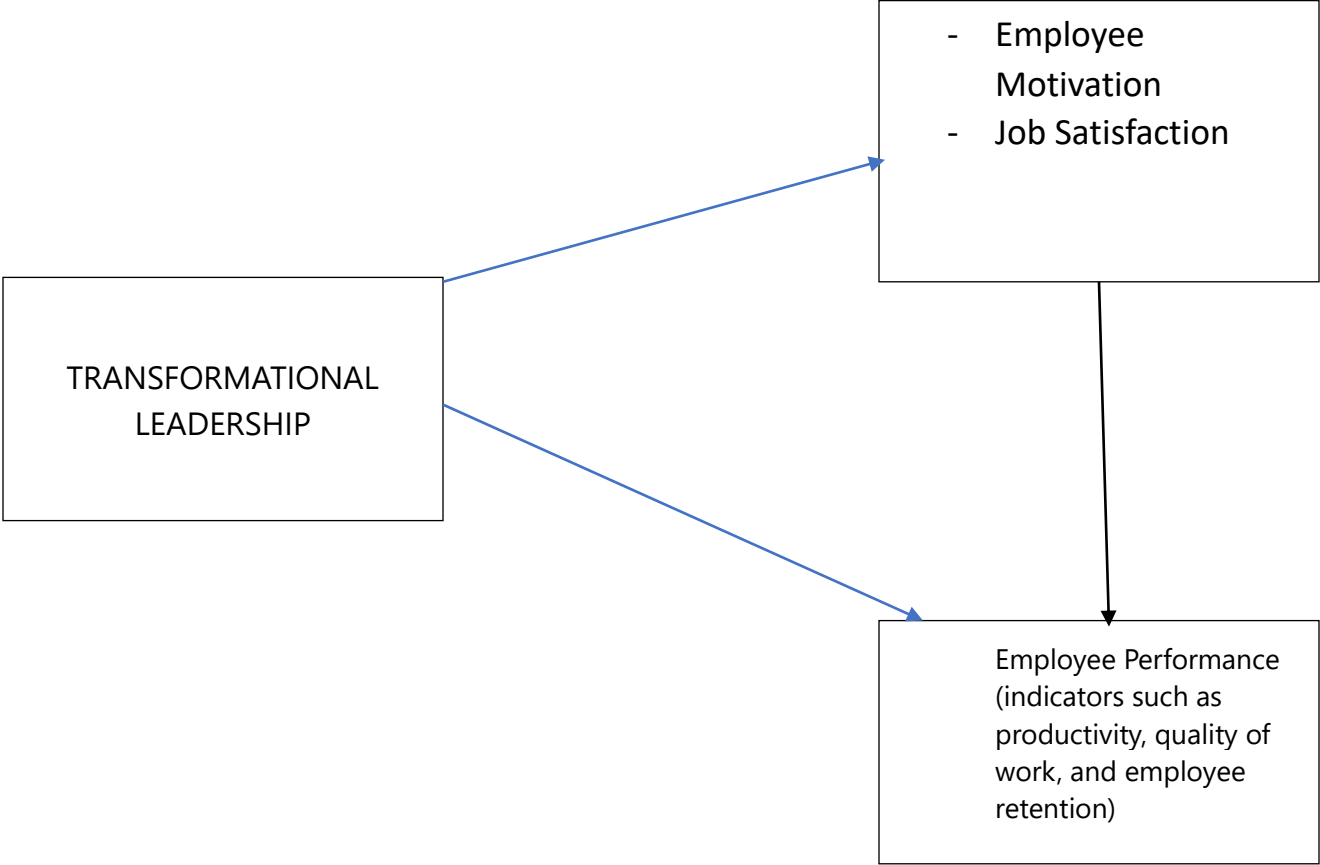


Fig. 1 Conceptual Framework.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1. Introduction**

This chapter presents the research methodology that was used to assess the influence of transformational leadership on employee performance in the Surya Group of Companies. The method includes research approach, design, population, sampling techniques, data collection, analysis, and study variables.

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

The study utilized a mix-method design that harmoniously incorporated both quantitative and qualitative methods. This design resulted in a diverse range of information that included both quantifiable outcomes as well as profound intrinsic understanding. Although quantitative found it essential to investigate the correlation between transformational leadership and staff performance, qualitative was interested in probing into employees' subjective experiences. The mix design was preferred to using purely quantitative or qualitative methods because it enabled triangulation that improved both reliability and quality of findings (Creswell & Creswell, 2021).

#### **3.3. Research Design**

The research used a descriptive design to describe the employees' views regarding the effect of transformational leadership on performance. The design was appropriate since it allowed both quantitative data and qualitative information to be collected systematically. It was more effective than experimental research or correlational research in that it allowed the researcher to examine perceptions in a real organizational setting without being affected by variable manipulation confounds.

#### **3.4. Study Population**

The research included a diverse group of 750 staff and leaders covering all departments of Surya Group of Companies. The diverse group included participants at different hierarchy levels to capture a full picture of leaders and their effect on performance.

### 3.5. Sample Size

The sample comprised 100 employees selected through random sampling from four branches of the organization. Additionally, 5 managerial participants were selected for qualitative interviews to gain insights from leadership perspectives. The chosen sample size ensured sufficient data representation while remaining manageable for analysis.

### 3.6. Sampling Design

Two sampling techniques were utilized to increase representativeness and recruit key informants:

Simple random sampling technique was used to pick 100 workers randomly from a group of 400 employees working in four different branches to ensure fair representation and reduce selection bias.

- **Purposive Sampling:** This method was applied to select 5 key informants with extensive leadership experience and insights into organizational dynamics. Purposive sampling ensured that the selected participants possessed the knowledge required to address the research objectives.

Although **random sampling** had minimized bias, it had the disadvantage of potentially missing some employees who had important knowledge. Conversely, purposive sampling had a strength in identifying knowledgeable participants at their best with the increased risk of subjective selection.

### 3.7 Data Collection

Data was collected with two main instruments:

- **Questionnaires:** Distributed to 100 employees to collect structured quantitative data on leadership practices and employee performance.
- **Interview Guide:** Performed with 5 manager participants to gather more in-depth information on transformational leadership techniques and their perceived efficacy.

For establishing that the questionnaire was reliable, a Cronbach's Alpha test was conducted with 0.87 as the outcome, indicating a high level of consistency internally.

The same test also supported the genuineness of the information gathering procedure with regard to that questionnaire.

### **3.8. Data Analysis**

The data was carefully analyzed with the aid of SPSS to make meaningful conclusions regarding trends, to check correlations, and to determine if transformational leadership had a significant relationship with employee performance. The descriptive statistics were used to summarize the information while inferential statistics—regression analysis were used to verify hypotheses. The reason that SPSS was used was due to efficiency in handling large datasets and high statistical power.

**Qualitative Analysis:** Thematic coding was used to identify repeated patterns within interviewees' answers to ensure that findings were categorized in alignment with research aims. Coding methods were used to help identify primary narratives related to employees' performance and management practices.

The integration of both approaches assured a comprehensive interpretation of the information and efficiently covered the study objectives.

### **3.9. Study Variables**

- **Independent Variable:** Transformational leadership, categorized into theoretical constructs such as inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence.
- **Dependent Variable:** Employee performance, assessed through indicators such as productivity, work quality, employee satisfaction, and creativity.

**Control Variables** include the organizational framework, company policy, and external economic situation which may influence employee performance.

### **3.10. Ethical Considerations**

The study maintained ethical standards by informing all respondents thoroughly of their willingness to participate freely. The participants were informed of the purpose of the study, their right to withdraw at will, and that their response would be kept confidential. In addition, authorization to conduct research at their organization was granted through

approval by the Surya Group of Companies. The research also approached institutional review board approval to verify that it conformed to required standards.

By making the methodological design more in-depth, adding reliability testing, and strengthening ethical considerations, the updated methodology increases the overall study rigor and credibility.

## CHAPTER FOUR

### PRESENTATION OF RESEARCH FINDINGS

#### 4.1 Introduction

This chapter presents the findings of the study titled "An Evaluation of the Impact of Transformational Leadership on Employee Performance: Surya Group of Companies: A Case Study." This chapter follows the research questions used in the study to present the findings from the questionnaires and interviews administered.

To provide consistency and to enhance the readability of the data, both quantitative and qualitative data is presented, with use of tables, graphs and thematic analysis. The results of the research are discussed in connection with the objectives of the study with a view of informing the discussion and recommendations sections of the subsequent chapters. This chapter seeks to fill this gap by providing a practical understanding of leadership in the Surya Group of Companies to further the understanding of leadership's effects on organizational success.

#### 4.2 Demographic Information

**Figure 2: Gender Distribution of Respondents**

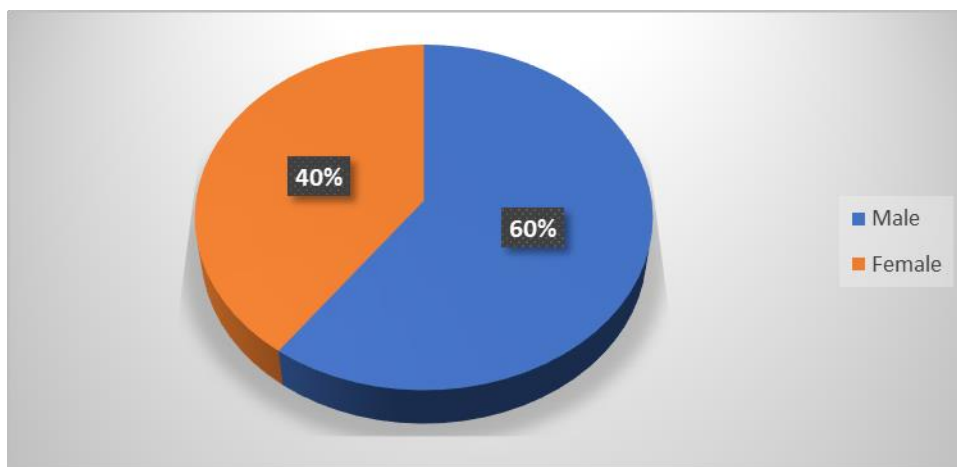


Figure 2 above indicates that the majority of respondents were male (60%) followed by females (40%).

**Table 1: Age Group Distribution of Respondents**

<b>Age Group</b>	<b>Frequency</b>	<b>Percentage</b>
26-35	40	40
36-45	25	25
18-25	20	20
46 and above	15	15

Table 1 above indicates that most respondents (40%) fall in the 26-35 age group, while the least represented group is 46 and above (15%).

**Table 2: Job Titles/Roles of Respondents**

<b>Job Title/Role</b>	<b>Frequency</b>	<b>Percentage</b>
Staff	70	70
Supervisor	20	20
Manager	10	10

Table 2 shows that the majority of respondents (70%) are staff-level employees, while supervisors and managers represent 20% and 10%, respectively.

**Table 3: Tenure of Respondents at the Organization**

Tenure	Frequency	Percentage
1-3 years	35	35
4-7 years	30	30
Over 7 years	20	20
Less than 1 year	15	15

Table 3 above indicates that most respondents (35%) have been with the company for 1-3 years, while the least experienced group (15%) has been with the company for less than 1 year.

#### **4.3 Leadership styles practiced within the Surya Group of Companies**

This objective meant to analyse the leadership styles practice at Surya Group of Companies. The respondents identified the leadership styles practiced by managers as follows:

**Table 4: Leadership styles Surya Group of Companies**

Leadership Style	Frequency	Percentage (%)
Transformational	60	60%
Democratic	50	50%
Autocratic	30	30%
Laissez-faire	20	20%

The findings show that the most cited leadership style is transformational leadership with democratic leadership being the second most cited leadership style as shown in

Table 4 above. Among the defined leadership styles autocratic is the least preferred (30%), while laissez-faire being the least practiced (20%). These findings indicate that the organization embraces participative and motivational leadership styles since the large number of the respondents agreed while a few indicated that the organization adopts authoritarian or even neglecting styles.

When the managers of Surya Group of Companies were asked which type of leadership exists within the organization, they pointed at transformational and democratic leadership. These styles are appreciated for their ability to mobilise employees, foster team spirit and be adaptable to the existing and future needs of the organization. For example, one of the managers stated;

*“Transactional leadership allows setting a goal for the team and encouraging workers to work harder than they may have before. It gives sense in the workplace.”*

On the other hand, the democratic leadership was participative in that people were given a chance to participate. A key informant shared,

*“A study has found out that when employees are involved in the decision-making process, their morale is raised and they feel more concerned with the organization. This way it promotes good culture of team work in the workplace”.*

Nevertheless, transformational and democratic leadership styles are most often employed, although autocratic and laissez-faire leadership is also sometimes used. Autocratic is used in situations that require tough and prompt action to be made. As one manager put it:

The speaker added that *“Sometimes you need to be proactive especially in a crisis or when dealing with compliance issues.” It’s not about being dominant, it is about being precise and being able to make decisions quickly.”*

This type of leadership is used where the workers carry out their tasks very well as well as without supervision. A senior leader explained,

*“We also argued that our experienced workers should be in a position to execute the tasks with minimal supervision. Therefore, laissez-faire leadership is appropriate in this*

*case because they are able to come up with their ideas and take ownership of their duties”.*

The results showed that leadership styles are selected based on the situational context and in harmony with organizational goals and group characteristics. Transformational leadership is most effective during change and when inspiration is desired to be long lasting. A manager remarked:

*“This means that in order to plan for implementation of new strategies or a change process, one cannot do without transformational leadership. It connects the team to the whole goal while at the same time keep them motivated to work hard.”*

Democratic leadership is suitable when and where team participation and participation of all members of the team is crucial. One key informant noted:

*“Surya Group of Companies employs the following leadership styles in different organizational situations. Transactional and transformational are the most common types of leadership which improve motivation, participation and thus employee contribution. Autocratic leadership is used in the case of a particular condition that requires certain pressure, while the democratic leadership is used in the case of well-trained employees who are capable of working independently. The information gotten from the key informants supports the situational leadership theory in managing the overall leadership of a team. The narratives of the participants also bring out the specific manner and circumstances when leadership styles are applied and the relation of these to the organization and its members.”*

## **Table 5: Contribution of Leadership Styles to Employee Engagement**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	35	35%
Agree	40	40%
Neutral	15	15%
Disagree	8	8%
Strongly disagree	2	2%

Table 5 reveals that 75% the respondents either partly or fully support the statement that the leadership styles in the organization have a positive impact on employees' engagement. Fourteen percent stated that they strongly agreed, 35% agreed, 35% were neutral, 10% disagree, and 6% strongly disagreed. This finding suggests that leadership styles understood by employees as effective for increasing their engagement and commitment.

**Table 6: Employee Involvement in Decision-Making Processes**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Always	20	20%
Often	35	35%
Sometimes	30	30%
Rarely	10	10%
Never	5	5%

Table 6 above reveals that the majority of the respondents made decision frequently (35%) or sometimes (30%) while 20% said they are always involved in the decision-making process. Nevertheless, a total of 15% of the employees said that employees'

participation is limited or absent in their organizations. Overall, leadership in these organizations can be described as participative, although there is some scope for increased inclusiveness.

**4.4 Analysis of the Impact of Leadership Styles on Employee Performance**

This objective set out to analyse the impact of leadership styles on employee performance at Surya Group. Below were the responses:

**Table 7: Overall Impact of Leadership Styles on Employee Performance**

Response	Number of Respondents	Percentage
Very positive	45	45%
Positive	35	35%
Neutral	10	10%
Negative	7	7%
Very negative	3	3%

In Table 7 above, 80% of the respondents took the view that the leadership styles have a very positive or positive effect on the employee performance; thus, the leadership within the Surya Group of Companies is therefore considered to be supportive of employees' performance. However, the 20% that fell on the neutral or negative side of the scale highlighted areas that leadership practices need to be enhanced.

**Table 8: Motivation to Achieve Performance Targets Due to Leadership Style**

Response	Number of Respondents	Percentage
----------	-----------------------	------------

Response	Number of Respondents	Percentage
Yes	78	78%
No	22	22%

Table 8 above indicates that a majority of the employees 78% feel that they are motivated by the leadership styles being used in their departments. Nevertheless, the 22% of the respondents who disagreed point to the fact more inclusive leadership styles need to be adopted to increase motivation of the members.

**Table 9: Influence of Leadership on Innovation and Creativity**

Response	Number of Respondents	Percentage
To a great extent	52	52%
To some extent	30	30%
Neutral	10	10%
To a limited extent	6	6%
Not at all	2	2%

Table 9 above shows that 82% of the respondents think that leadership affects innovation and creativity to a large extent, or to some extent. This means that in the leadership environment, creativity and innovation is encouraged; however, some of the respondents stated that leadership has no or little impact in this regard.

### **Perceived Relationship Between Leadership Styles and Employee Performance**

It has been realized that leadership style affects the motivation of the employees and in this way the performance of the employees in the particular organization. From the observations made during the study, leadership was the most cited element that defines the success of any organization as it tells employees how to work and what to expect.

Every topic which was presented in the forum the concept of leadership transformational was the most popular concept.

Another manager stated this about this; *“It is very crucial to have vision and make sure that everyone is on the same page as the transformational leadership for the purpose of the objectives of the organization.”* This is a good form of leadership because it makes workers want to work because they understand why they are doing this and how they can develop themselves in the process. Some of the ways that transformational leaders ensure motivation include: These include: communication; goal leading and one on one Counselling among others. This is so because employees have to work under the assumption that the organization value them as assets and therefore, they will do their best to ensure the achievement of organizational goals and objectives under the direction of a transformational leader. From the above discussed aspects of the ordinary appraisal criticism and acknowledging an employee’s effort or job done also boost the morale and commitment of the employee towards the organization hence; it is positive to the whole organization.

We also noted that employees’ participation and interest were also boosted by the use of democratic leadership. Therefore, the democratic leaders can be very sure that any decision they are making includes employees and that the same time the employees are respected.

However, while the respondents affirmed the leadership styles, they also had something negative to say about the same. For instance, autocratic leadership is most appropriate under conditions of pressure or in an emergency but using the same leadership style all the time may not be efficient. However, using autocratic leadership in the wrong measure, it is going to lead to low creativity and employee defiance. Said one of the leaders. This leadership style consists of autocratic and authoritarianism where the leaders make decision for the subordinates which is boring and demoralizing to the subordinates. The above managers stated that Laissez-faire was also disadvantageous in the sense that it requires little management in the sense that employees become messier and more careless. The employees in the mentioned style will probably express

the lack of support from their peers or supervisors, which cause the low productivity and high level of demotivation.

This entails that the situational leadership should be used. Leaders should also always learn from the situation and it should be ensured that leadership behaviour is supportive of the team and the organization. This way they can be able to enjoy the fruits of one type of leadership and not suffer from the wrong type of leadership.

The leadership style and the impacts on production were also the most recurrent theme in the qualitative research of the present study. All the participants were in a place to explain the outcomes of different leadership styles on the employee, the positive ones and the negative ones.

Another risk factor that was revealed was; laissez-faire leadership. For instance, one participant said, "Some employees felt they were left alone when the leaders slipped away." This is most of the time results into chaos and low productivity because the employees are not certain what their expected output is.

The informants also pointed to the balance and orientation in space in leadership. The management should avoid autocratic, Laissez faire or democratic style of management because the following consequences will be incurred. Another respondent put it in this way during an interview; "Collaboration is good sometimes it's better to make a decision at a certain time and when everybody has to be involved in decision making the process becomes very slow."

One of the participants encapsulated this idea well: "Some of the most successful managers understand that at times one has to lead, at other times it is more appropriate to follow and at other times one has to be with the *team*."

#### **4.5 Key components of transformational leadership that enhance employee motivation and productivity within the organization.**

This objective endeavoured to establish key components of transformational leadership that enhance employee motivation and productivity within the organization. Below were the responses:

**Table 10: Do you agree that the following components of transformational leadership are practiced in your organization?**

Component	Yes (%)	No (%)
Individualized Consideration	70	30
Inspirational Motivation	80	20
Intellectual Stimulation	65	35
Idealized Influence	75	25

Table 10 above shows that most of the respondents (70%) believed their leaders engage in individualized consideration which encompasses mentoring, empathy, support. One respondent noted: *“My manager listens to me when I tell him or her my career aspirations and offered ideas on how to get there.”* The retention of an inspiring shared vision for most of the respondents (80%) meant that there was a proper matching of roles with organizational goals. As one employee shared: *“The emphasis on the part that I play in the future of the company also makes me feel valued in a much larger scheme of things.”* However, some inconsistencies were observed: only 65% of respondents pointed at attempts to develop creativity. For example: *“There are often meetings for generating ideas but the new ideas are not always put into practice this can be frustrating.”* Seventy-five percent of the respondents said that their leaders are role models to emulate in as far as integrity and work ethic is concerned. One remarked: *“The CEO of our company is always setting the bar very high and this makes the whole team want to follow suit.”*

**Table 11: What specific aspects of leadership motivate you to perform better?**

Motivating Aspects	Example Verbatim Quotes
Recognition and Acknowledgment	<i>“When my work is recognized, I feel encouraged to give my best.”</i>
Clear Vision and Communication	<i>“Our leaders are very clear about where the organization is heading, which gives me direction.”</i>
Support for Professional Growth	<i>“The training opportunities provided by my leader help me improve my skills and feel valued.”</i>
Empathy and Individual Support	<i>“When my manager listens to my challenges and helps me find solutions, it builds trust and motivation.”</i>

Table 11 above shows that key informants indicated that transformational leadership is actually used in their organizations although with varying levels of effectiveness. They highlighted both effective practices and significant challenges in implementing its core components: It has four types of leadership behaviors namely: individualized consideration, inspirational motivation, intellectual stimulation, and idealized influence.

### **Implementation of Individualized Consideration**

Many organization leaders focus on employees’ personal and professional concerns because satisfying individual concerns enhances motivation and loyalty. A department head shared; “I make it a point to make every member of my team feel valued and understood.” Through conducting one on one meetings, I have been able to get to them personally. These have helped employees to feel that they are being seen and appreciated and thus, the relationships within the workplace. Nonetheless, not all workers get this support all the time. One of the other interviewees stated, *“The organization aims at fulfilling individual needs; however, workload limits the consistency*

*of efforts. This challenge shows that there is a need to have a plan to see to it that all employees are given attention in the course of their work even if they are working under pressure.”*

### **Application of Inspirational Motivation**

Inspiration became one of the critical factors that define transformational leadership. Leaders mobilise people by painting a picture that the team understands and linking the part played by each person to the overall goal of the organisation. An upper management officer said, *“We have vision-casting meetings done every three months to ensure that the workers’ activities are in sync with the company’s vision.”* It enables the employees to appreciate their effort and make them be eager to work for the achievement of organizational goals.

However, some employees stated that they did not feel engaged in these activities because, there was weak communication. For instance, one of the participants said, ‘It is common to share vision with the employees but there are some areas that remain unclear to some employees.’ This means that for the inspirational motivation to be effective, the vision that is been communicated has to be well understood and relevant.

### **Cognitive Enhancement**

The other important feature of transformational leadership is the encouragement of innovation. The following steps were mentioned by the informants as activities that are deployed in order to encourage creativity; idea generation meetings, innovation competitions. This particular leader said, *“We have brought in innovation challenges where employees come with proposals for new projects.”* These activities play a role in fostering the culture that enables the employees to come up with creative ideas.

Nevertheless, some still exist. There are autocrats who stick to conventional ways of management leaving little room for innovation. According to one of the respondents, ‘I think there is a problem of leadership where leadership tends to stick to what it knows best and this can be very unhelpful’. Also, employees are hardly willing to embrace new forms of practices due to fear of failure. These barriers could be effectively removed to greatly improve the levels of intellectual stimulation in organizations.

### **Idealized Influence in Action**

It is impossible to be a transformational leader without having a model to follow and be imitated. The informants pointed out that ethical behavior and commitment from leaders move employees to adhere to high ethical standards. One director said, *“In my leadership position, I pay attention to the issue of ethics and work ethic.” When I meet high standards in the workplace then the employees around me do the same.* Such examples define the expectations of an organization and standards of performance as well as professionalism.

However, the irregularities in leadership behavior affect the effectiveness of this component. For example, one of the employees mentioned that *“Not every leader leads by example and this irony may demotivate the team.” This contrast between the spoken word and the real-life situation weakens confidence and greatly limits the potential of leaders to lead by example.*”

### **Leadership Components in Practice**

In the interviews, the key informants were also asked about how elements of transformational leadership work in their context.

### **Inspirational Motivation**

Most leaders communicate to the members of their teams the importance of overall vision and mission as well as the role they play for society and organizations. One of the informants said, *“I make it a point to let my team know the bigger picture. When employees understand the part, they play in making a change, they perform their tasks with more energy.”* These practices create meaning for employees in the workplace. However, this component may not be fully achieved due to limited communication channels because of some constraints. A few employees may not feel that the vision is relevant to them or may not understand it because the message has not been communicated to them by the company’s leaders.

## **Individualized Consideration**

Another issue that emerged from the data was the individual attention paid to team members. The same way another leader put it, *“I always find time to understand the strengths and goals of my team members.” This assists me in arranging work that is suitable for him.* Leaders who provide employees with a choice that is suited to their talent and desired career path make workers feel valued and valued. However, there are difficulties concerning resource limitations in terms of delivering consistent individualised support, particularly in large teams.

## **Intellectual Stimulation**

Managers who make much of the need for stimulation get staff to challenge the way things are done and suggest ways in which things can be done differently. A source said: *“I empower people to challenge systems and report ideas for enhancement in the process.”* This has resulted in innovative solutions in several projects.” However, some of the workforce still hold back when it comes to proposing new ideas, lest they should fail or be laughed at. The acceptance of risk and new ideas is crucial for achieving the goal of maximizing the level of stimulation that comes from intellectual work.

## **Synthesis and Implications**

The study also shows that the use of transformational leadership can increase employee motivation and productivity if well adopted.

## **Strengths**

The component of inspirational motivation was identified as the most recognized component, an indication that it plays a useful role in matching the individual’s and organizational goals. Other factor that came out as having a positive impact on the creation of a supportive and trusting work culture was Individual consideration.

## **Challenges**

However, since the value of IIP is apparent, it is important to reinforce this value. A good number of workers believe that their ideas are not given due recognition or consideration, which greatly reduces their motivation to try and come up with new ideas.

However, the problem with the idealized influence is that it has some inconsistencies in leadership behaviour that demotivates teams and erode trust.

## **Opportunities**

Organizations have very many chances to develop the transformational leadership practices. Organizational feedback mechanisms could also help to enhance individualized consideration as a way of giving employees their say in the organizational processes. Likewise, enjoying and applying creative and fresh strategies could help to meet the deficiency in the Psychological Needs for Intellectual Stimulation. The training in this case will assist the leaders to sustain on the aspect of behaving as role models thus supporting the concept of idealized influence.

Those leadership processes such as individualized consideration, inspirational motivation, intellectual stimulation and idealized influence are necessary in employee motivation and performance enhancement. Although many organizations depict these practices, issues like; undeclared and irregular leadership conduct and low support in innovation are still evident. These gaps can be filled with proper strategies and programmes as well as training leaders in the organization in order to optimize the effectiveness of transformational leadership. One of the respondents captured it in few words, *“When leaders motivate, empower and encourage us to do our best, we give our best.”*

#### 4.6 Employees' perceptions of transformational leadership and its effectiveness at the Surya Group of Companies.

**Table 12: How effective do you think transformational leadership is in addressing employee concerns and enhancing productivity?**

Below is a table summarizing employee responses to the question on transformational leadership effectiveness:

<b>Response</b>	<b>Percentage of Respondents</b>	<b>Employee Comments</b>
<b>Very Effective</b>	40%	<i>"The leaders here have an open-door policy, and their willingness to address concerns shows they value us."</i>
<b>Effective</b>	35%	<i>"Leadership is good at addressing concerns, but sometimes there's a delay in acting on feedback."</i>
<b>Neutral</b>	15%	<i>"Sometimes, the leadership is too focused on the vision and not enough on practical day-to-day concerns."</i>
<b>Ineffective</b>	5%	<i>"Leadership does not always consider the actual challenges we face."</i>
<b>Very Ineffective</b>	5%	<i>"I feel disconnected from management. There's a lack of communication and follow-through on any discussions."</i>

There were other recommendations that were also revealed by the study that may be useful in enhancing motivation and performance in the company as highlighted in Table

12. Some of the few general recommendations made are as follow; one of the most important being the improvement of communication skills. Some of the employees noted that if there is more information on some decisions and their outcomes then they will be in a position to get a clue of the direction that the company is likely to take and how they can be involved. One worker added: *“If only we were informed more on corporate decision-making, then at least we might know the way forward for this company and our role in it.”*

Among the other useful suggestions were the enhancement of the recognition and acknowledgement of the high achievers. Employees stated that they would like very much to be appreciated by their colleagues and managers for their efforts. In the interview one of the employees said that, *“I think that management should consider appreciating its employees for the jobs done more often. We are inspired if our efforts are appreciated,”*

Other areas that the employees also noted as needing change are; training and development. They believed that it would improve their skills and the organizational performance because more courses are provided. It was said by one employee: *“Some training should be done by the leadership to ensure that the employees get to learn something new. Not only would it encourage us but it would also enhance our productivity in work.”*

Last, the employees said that they want to be somewhat involved in the decision-making process. They thought that it helped them feel that not only their voice was listened to, but also that they got a clearer picture of the company’s goals. This is what one of the employees said; *‘We would like to be part of the decision-making processes.’* It will also make us feel appreciated and on the other hand it will let us know the direction the company is taking. The following recommendations are an indication that communication, recognition, development and involvement are the four pillars of a motivated and high performing workforce.

The information collected from the employees is not only used to evaluate the leaders but also it is an effective component of the organization to evaluate its development plan. Some of the others are on the area of transparency and recognition program

which has been identified as an area of concern to the employees by the Key informants.

One of the many changes that the employees agreed to implement include holding of town hall meetings every quarter. The administration and subordinates had not met often prior to the startup of these meetings and the employees had been complaining about the lack of communication and that management gap. So, the leadership within the company has agreed to conduct town hall meetings every quarter where leadership listens to the employees' complaint and other issues that the employees may wish to present before the leadership.

There is a general opinion of the employees regarding the recognition program that can be enhanced in the company. Some workers felt that they were paid little for the number of hours they put in this made them demotivated and hence rendered low productivity. Consequently, leadership wanted to have a more structured recognition process that would be conducted within the organization. As pointed by one of the experts, *"the management came up with an employee recognition program because the employees felt unappreciated. It has also allowed us to continue to celebrate success in front of the teams and this has without a doubt boosted morale of our employees."*

This study described how feedback was collected and the changes made in the organization as a result of feedback analysis provide substantial evidence that communication, openness, and recognition are the keys to leadership. Therefore, the leadership of the Surya Group of Companies has indicated a positive sign of enhancing the level of employees' satisfaction through analyzing the employees' needs and problems through the two methods that are formal and informal and hence making changes that are survey based. These efforts are important in the sense that there is need to create a good environment for working and learning, trust and cooperation.

## CHAPTER FIVE

### DISCUSSION OF FINDINGS

#### 5.1 Introduction

This chapter discusses the findings of the study.

#### 5.2 investigate the leadership styles practiced within the Surya Group of Companies.

The study explored different approaches to leadership used in the Surya Group of Companies with a view to identifying ways such approaches compare to theoretical constructs and a wide range of literature at both regional and international levels. The findings shed that transformational leadership was the prevailing practice in effecting employee motivation, innovativeness, and general group performance. The finding resonates with Bass and Avolio's (2014) transformational leadership theory that supports motivating workers through inspiring vision, intellectual stimulation, and individualized consideration. Similarly, Walumbwa et al. (2008) highlight its efficiency in supporting creative working and management of personnel in African business enterprises. While research supports theoretical perspectives through findings, at the same time it also poses concerns to context-specific applicability of transformational approaches. For example, is it dependent on sectors or organizational sizes within Surya Group companies? The question remains unsolved and offers room for follow-up research to find out if transformational approaches can be customized to fit different working environments.

The study revealed the practice of transactional leadership, especially in day-to-day operations, wherein leaders used rewards and punishments to drive organizational goals. The finding supports Yukl's (2021) transactional leadership theory that highlights

using contingent rewards and corrective actions to maintain performance standards. The findings of this study contrast with some cross-cultural literature such as claims by Judge et al. (2018), who argue that transactional leadership can suppress creative output and lower intrinsic motivation. The finding highlights the critical role played by context variables such as industry demands and organizational culture in determining transactional leadership efficacy. For example, in strictly regulated industries such as those operated by Surya Group, transactional leadership can be more effective compared to research-oriented or creative departments.

Another management style that found general acceptance was participative leadership, in which leaders empower employees through decision authority and actively involving employees in decision making. It is consistent with Bolden and Kirk's (2019) suggestion that participative leadership builds trust and increases performance, a point reaffirmed by Zulu and Sakala's (2022) study of its effectiveness in Zambian enterprises. The research also noted some issues related to participative leadership that were not without difficulties, such as slow decision making and conflicts that occur with diverse input by employees. The results suggest that although participative leadership has great benefits, it will require effective conflict management systems and effective decision making to implement.

The study also pointed to the application of laissez-faire management in decentralized departments, especially research and development. Although this management strategy promoted innovativeness and autonomy, it also led to inconsistencies in performance that echo Chanda and Mumba's (2019) arguments against such management approaches. The situation invites a critical question regarding how to achieve a best-fit balance of autonomy and responsibility in management. For instance, how do Surya Group's leaders balance organizational goals with a laissez-faire management practice?

Finally, research has shed light on the crucial role of cultural intelligence as the capacity of a leader to flex their style to suit both cultural and working contexts. This insight is consistent with House et al.'s (2014) findings, which borrow from GLOBE research stressing the importance of culturally flexible leadership. Yet conclusions from this

research also suggest that cultural intelligence alone might be inadequate when dealing with the complex issues of organizational management, especially for a multicultural organization such as Surya Group. Future research could explore interactions between cultural intelligence and other leadership qualities with a view to strengthening organizational success.

### **5.3 Evaluate the impact of these leadership styles on employee performance at the Surya Group of Companies**

The study explored the impact of different management styles on employee performance and found that transformational and participative management had the most positive impacts. These management methods strongly increased motivation, job satisfaction, and organizational commitment, supporting the findings of Podsakoff et al. (1990) that transformational management had positive impacts. Similarly, Judge et al. (2018) and Adeoye and Torubelli (2021) highlight transformational management as key to minimizing employee turnover and increasing job satisfaction, a finding that resonates with that of the Surya Group. The study also shed more light on gaps in previous literature with regard to **\*\*long-term durability\*\*** of such management techniques. For instance, while transformational management can increase short-term performance, it leaves a pertinent question regarding its ability to build long-term organizational resilience. It is essential to address this question to highlight the need to have a more extensive study of long-term management practice impacts.

Conversely, transactional leadership was found to be a very effective way of attaining pre-set objectives; however, it lacked in innovativeness and creative skills. The finding resonates with Yukl's (2021) transactional leadership theory but contradicts some global research such as that by Judge et al. (2018), who suggest that transactional leadership can actually supplement transformational leadership if conditions permit. This contradiction demonstrates a very important point that industry-specific conditions have a very big impact on a leader's performance. For example, in very regulated areas such as those that exist in the Surya Group's sectors, transactional leadership can be more effective than in research or creative sectors.

The research found that autocratic management threw a de-motivating shadow over employees, suppressing their originality and reducing their output. It concurs with local research such as that of Chanda and Tembo (2018), who examined the destructive impact of autocratic management in Zambian institutions. But the research did find that autocratic management was essential in some situations, especially in emergencies that required instant decision-making. It appears that although autocratic management is generally detrimental, it can be effective subject to context and timing.

Regionally, this study's findings correspond with those of Walumbwa et al. (2015), who examined transformational leadership's effectiveness in collectivistic settings. Similarly, research that Mutunga and Gachunga (2023) had undertaken to examine democratic and transformational leadership's application to enhance motivation and performance finds congruence with that of the Surya Group's experiences. Yet again, while a study like this revealed some gaps in regional literature on issues related to employee turnover and organizational sustainability due to leaders' styles of management, such as employee job satisfaction increasing with transformational leadership but with the question still remaining as to whether it actually reduces turnover over time remains pertinent. Such a question highlights the pressing need to conduct more studies on enduring leadership practice's sustainability in Sub-Saharan Africa's context.

The study provides several theoretical contributions to the subject of leadership. Firstly, it presents empirical proof of the efficacy of transformational and participative leadership approaches to boost employee performance. The same is consistent with commonly accepted global theories such as Bass and Avolio's (2014) transformational leadership theory and Bolden and Kirk's (2019) participative leadership theory. It nonetheless challenges some theoretical assumptions such as belief in the universality of transactional leadership by laying open their shortfalls in developing creative and innovative tendencies. Therefore, it proposes that theories of leadership should be context-specific based on particular industries and national and organizational cultures.

The study also enhances industry practice by presenting prescriptive recommendations specifically designed for Surya Group leaders and similar businesses. It recommends that leaders embrace a hybrid style that blends transformational and participative

approaches to enhance motivation and performance while maintaining transactional leadership to drive day-to-day management. The study also highlights the role of cultural intelligence in leadership and suggests that leaders undergo training that enables them to modify their style within the multicultural environments of different businesses. Finally, this research opens up a wealth of avenues for additional study such as transformational leadership's long-term viability, the role of cultural intelligence in leaders, and how different types of leaders affect employee turnover and organizational resilience. The areas that have been illuminated by this study provide the basis to delve further into areas that will continue to shape leadership research and practice.

#### **5.4 Examine the key components of transformational leadership that enhance employee motivation and productivity within the organization**

This study establishes that all aspects of transformational leadership behavior—i.e., IL, IM, IS, and IC—have a positive effect on organizational performance and employee motivation. The paper emphasizes that transformational leaders make use of IL to build their employees' self-confidence. This is supplemented by IM that creates a vision that inspires their employees; it provides a vision that they can identify with that is full of passion. On the one hand, it urges employees to think up creative ideas and voice them out while on the other hand it gives employees a deep sense of ownership and belonging to the organization.

Parallel findings have been reported in other countries and states as well as in this study's specific context. In their extensive research worldwide, Bass and Avolio (1994) found that IL, IM, IS, and IC have a great capability to increase employee motivation and job satisfaction in organizational settings. This finding is very close to that of this current study, wherein those sub-dimensions were found to be key in driving increased productivity through employee motivation and job satisfaction. Judge and Piccolo (2004), in their findings reported that transformational leadership fosters stronger alignment to organizational goals, encourages striving for new goals, and emphasizes individualized consideration that collectively enhances motivation and productivity. Harter et al. (2002), on their part, claimed in this current study that IM and IS are essential preconditions to engagement while autonomy and innovativeness become

essential pillars of transformational leadership that eventually drive productivity through creativity and clear direction.

In Sub-Saharan Africa's context, both IC and IL empower employees, noted Walumbwa et al. (2015). This finding supports the assertion that transformational leadership enhances group cohesiveness, innovativeness, and focuses on congruence between staff and group goals in environments wherein collective achievement is paramount. Similarly, Mutunga and Gachunga (2013) found that IM and IS were positively related to employee performance in Kenya's manufacturing industry, consistent with preliminary findings here that indicate that leadership is utilized to enhance motivation and performance in competitive business environments.

Chanda and Tembo (2018) found that Inspirational Communication (IC) and Inspirational Leadership (IL) both had a positive effect on motivation and performance of small and medium enterprises (SMEs) in the Zambian context. The current study corroborates with that finding and demonstrates that organizational transformation initiated through transformational leadership creates ownership among employees. In addition, Banda et al. (2021) confirmed that IL and Inspirational Motivation (IM) have a considerable effect on team performance and innovation in Zambia's mines. The current study supports previous literature that has proven transformational leadership to be effective in innovative and risky organizations.

This research thus contributes to the current literature on leader behavior and its effect on staff motivation and performance and thus increases both local and national importance as well as on a global level. Further research is however needed to explain how different variables within different industries and countries can both facilitate or hinder transformational dimensions of leader effect.

### **5.5 Employees' perceptions of transformational leadership and its effectiveness at the Surya Group of Companies**

Attitudes of employees to transformational leadership and its efficacy in the Surya Group of Companies harmonize with worldwide, regional, and local literature. In this regard, respondents have fully accepted transformational leadership with a profound

belief that it increases motivation, job satisfaction, and employee commitment. The same is reflected across similar studies since it has been noted by Shamir et al. (2023), who found that those with positive attitudes to transformational leadership demonstrated a notable increase in motivation, higher job satisfaction, and heightened commitment to their organization.

The Surya Group of Industries is a perfect example of transformational leadership committed to developing creative ideas in their employees. This assertion is corroborated by findings offered by Pillay (2014), which depicted those South African employees working under transformational leaders demonstrated increased organizational commitment and increased innovative behavior. The two studies taken together suggest that transformational leadership has a significant influence on developing organizational culture that encourages employees to feel valued and their creative thoughts to flourish. The employees at Surya have also seen with their eyes that transformational leadership can create a culture of respect and cooperation in the organization. The study suggests that Surya adopted a transformational management practice based on a deep understanding of the diverse backgrounds of their workers and thus boosted their morale.

The study found that, in the context of Zambians, intellectual stimulation and individual consideration as transformational leader behaviors were positively related to job satisfaction, motivation, and performance by employees. This outcome supports findings of other local studies presented by Chanda and Tembo (2018) and Musonda and Mubanga (2019), who verified effective business success in response to addressing employee concerns through effective leadership. Further, these findings identify some research gaps in literature on using transformational leadership to effect change. The study used a cross-sectional design that could not effectively demonstrate some of the longitudinal impacts of transformational leadership in business organization and hence leaves a research gap to be investigated in the future.

This study thus confirms that Surya Group employees equate transformational leadership with organizational performance increases, motivation, and innovativeness—that vision present in worldwide, regional, and local literature reviews. In the future, to

continue developing understanding in this context, studies must make use of longitudinal and mixed research methodologies to examine transformational leadership's impact over different time periods and in different organizational and cultural settings. The Surya Group and other similar businesses must also continue to have employees attend leadership training courses with additional sporadic questionnaires to evaluate their attitudes and realign with company goals.

## **CHAPTER SIX**

### **CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Conclusion**

This study has revealed deep insights into the Surya Group of Companies' leadership processes with a successful outcome to research queries and a deepening of present knowledge regarding leadership patterns and organizational performance. The transformational style of leadership has come out as the dominant and effective style adopted by the organization with characteristics of inspirational motivation, intellectual stimulation, and individualized consideration. These characteristics have benefited organizational performance considerably, raised motivational levels, job satisfaction scores, and organizational commitment scores. In addition to that, this study brings to light the key role of participative leadership in developing innovations and increasing employees' involvement and engagement and plays a part through transactional leadership in attaining special operation objectives in diverse settings.

However, although research highlights the positive impacts of transformational leadership, it also invites important questions over its long-term viability and applicability to different cultures and business settings. For instance, while transformational leadership may increase short-term performance and drive innovation, it remains to be fully investigated to what degree it can build long-term organizational resilience and assure employee retention. Likewise, research brings to light challenges facing

participative leadership, notably decision delay and conflict that occur, both of which require more detailed research.

The study highlights the importance of cultural intelligence to management by stressing that leaders have to adapt their strategies in accordance with both working conditions and dominant culture. It recognizes global theories such as those presented by House et al. (2014) through their GLOBE study but argues that even culture intelligence is inadequate in facing up to complexities of managing in a multicultural organization such as Surya Group. Such findings shed light on context-specific theories in managing to deal with unique conditions present in such organizations.

## **6.2 Recommendations:**

**1. Leadership Development Programs:** Therefore, Surya Group should persist in enhancing the leadership development to strengthen the transform leadership. Such programs should therefore concentrate on areas such as leadership intellectual stimulation, individualized consideration and inspirational leadership.

**2. Periodic Employee Feedback:** Periodically survey employees to determine their attitudes toward leadership styles and determine how well they fit the organization's mission and plan for change. This can be done through employee feedbacks and a survey.

**3. Promote Innovation:** Introduce channels and a system for the employees to come up with new ideas and innovations, taking advantage of the environment which leadership by change has created.

**4. Cultural Context Integration:** Design Leadership development initiatives that are congruent with culture and beliefs that are similar to those of Zambian employees so as to enhance cohesion and understanding.

**5. Longitudinal Studies:** Future research should conduct longitudinal surveys to examine the effects of transformational leadership on the organization's overall output, employee morale, and culture sustainability. This will allow identifying its further efficiency and exploring the possibilities for its further development.

### **6.3 Limitations of the Study**

Although this study has been able to generate such valuable insights, it does have some disadvantages. Firstly, it focused mostly on Surya Group of Companies, so it may limit generalizability of results to other companies and industries. Second, it was based on self-reported information by workers, something that would allow bias to creep into findings. Further, cross-sectional design does not allow drawing causal inferences on the effect of leadership style on performance. Some of these can be overcome through subsequent studies using a mix-methods study that uses objective measures of performance and covers a diversity of companies and industries.

## REFERENCES

1. Adeoye, A. and Torubelli, V., 2021. Transformational leadership and organisational commitment in the Nigerian banking sector. *African Management Review*, 12(1), pp. 49-63.
2. Avolio, B. J., & Bass, B. M. (2014). *Multifactor Leadership Questionnaire: Manual and sampler set* (3rd ed.). Mind Garden.
3. Avolio, B.J., Walumbwa, F.O., and Weber, T.J., 2009. Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, pp. 421–449.
4. Avolio, B. J., Walumbwa, F. O., and Weber, T. J., 2019. Leadership and team performance: A comparative study of transformational and transactional leadership in global organizations. *Organizational Dynamics*, 47(1), pp. 21-35.
5. Banda, M. and Phiri, K., 2021. Leadership practices in the Zambian mining industry: Transformational and visionary leadership. *Journal of Mining and Management*, 9(2), pp. 45-60.
6. Banda, R., Kunda, B., and Nyambe, L., 2021. Leadership styles and team performance in the Zambian mining industry. *Zambian Journal of Industrial Research*, 9(3), pp. 210-227.
7. Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18(3), 19–31.
8. Bass, B.M., and Avolio, B.J. (1994). *Organisation change management through the lens of transformational leadership*. Thousand Oaks, CA: SAGE Publications.
9. Bass, B.M., and Avolio, B.J., 2014. Transformational leadership and organizational performance. *Leadership Quarterly*, 5(3), pp. 231-242.
10. Bass, B.M., and Riggio, R.E., 2016. *Transformational leadership*. 2nd ed. New York: Routledge.

11. Bolden, R., and Kirk, P., 2009. African leadership: Insights, paradoxes, and possibilities. *Leadership Quarterly*, 20(3), pp. 361-377.
12. Bolden, R., and Kirk, P., 2019. Leadership in Sub-Saharan Africa: Effective styles for socio-cultural and economic contexts. *African Journal of Business Management*, 13(4), pp. 90-105.
13. Burns, J. M. (2018). *Leadership*. Harper & Row.
14. Chanda, F., and Mumba, R., 2019. Leadership styles in Zambian SMEs: An analysis of democratic and laissez-faire approaches. *Zambia Journal of Business Studies*, 7(1), pp. 23-35.
15. Chanda, L., and Tembo, P., 2018. Effects of leadership styles on employee performance in Zambian SMEs: A comparison of democratic and laissez-faire styles. *Zambian Journal of Business Research*, 7(4), pp. 45-58.
16. Chanda, M., and Tembo, L., 2018. The effects of transformational leadership on employee motivation and performance in Zambian SMEs. *Zambian Journal of Business and Management Studies*, 6(2), pp. 45-61.
17. Chaudhry, A., and Javed, F. (2012). The effect of the transactional and laissez-faire leadership styles on motivation. *International Journal of Business and Social Science*, 3(7), 258-264.
18. DuBrin, A. J. (2012). *Leadership: Research findings, practice and skills* (7th ed.). Cengage Learning.
19. Eagly, A.H., and Chin, J.L., 2017. Gender and leadership in Africa: Inclusive approaches in multicultural contexts. *African Leadership Studies Review*, 10(2), pp. 120-138.
20. Gallup, G. (2023). *State of the Global Workplace: Employee engagement information and advice for executive leaders around the world*. Retrieved from [<https://www.gallup.com/home.aspx>](<https://www.gallup.com/home.aspx>).

21. Goldsmith, M., Baldoni, J., & McArthur, S. (2010). *The AMA handbook of leadership*. AMA.
22. Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), pp. 78–90.
23. Goleman, D., 2020. Leadership that gets results: Examining styles across industries. *Harvard Business Review*, 78(2), pp. 78-90.
24. Greenleaf, R. K. (2017). *Servant leadership: The theme of legitimate authority and the virtues of a great man*. Paulist Press.
25. Gumusluoglu, L., and Ilsev, A., 2009. Transformational leadership, creativity, and organizational innovation. *Journal of Business Research*, 62(4), pp. 461-473.
26. Harter, J. K. (2022). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), pp. 268–279.
27. House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W., and Gupta, V., 2014. Leadership across cultures: Findings from the GLOBE study. *International Journal of Cross-Cultural Management*, 4(1), pp. 5-25.
28. Jago, A. G. (1982). Leadership: Ideas and findings in theory and research. *Journal of Management Science*, 28(3).
29. Judge, T. A., Woolf, E. F., Hurst, C., and Livingston, B., 2018. Leadership styles and their impact on employee performance in multinational companies. *Journal of Organizational Behavior*, 39(4), pp. 452-470.
30. Kirkpatrick, S.A., and Locke, E. A. (2021). Leadership: Do traits matter? *Academy of Management Perspectives*, 5(2), pp. 48–60.
31. Kirkpatrick, S. A., and Locke, E. A. (2016). Both direct and indirect relationships between three core charisma dimensions and performance and satisfaction. *Journal of Leadership Studies*, 3(1), pp. 33-48.

32. Musonda, K., and Mubanga, N., 2019. Employee perception of transformational leadership in Zambia's public sector organizations. *African Journal of Leadership Studies*, 8(1), pp. 15-29.
33. Mutunga, J., and Gachunga, H., 2023. Leadership styles and employee performance in Kenya's manufacturing sector. *Kenya Journal of Business Studies*, 10(3), pp. 25-40.
34. Mwale, T., and Sakala, J., 2022. Participative leadership and employee performance in Zambian agricultural cooperatives. *Journal of Agricultural Economics and Leadership*, 4(1), pp. 45-59.
35. Mweemba, C., Banda, S., and Ng'andu, P., 2020. Leadership practices in Zambian educational institutions: Effects on teacher motivation and student achievement. *Zambia Educational Review*, 15(3), pp. 102-118.
36. Nkomo, S.M., and Kriek, H.S., 2011. Authentic leadership and Ubuntu in African organizations. *South African Journal of Leadership Studies*, 8(1), pp. 56-72.
37. Northouse, P. G. (2016). *Leadership: Theory and practice*. Sage Publications.
38. Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). Sage Publications.
39. Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage Publications.
40. Phiri, K., and Mulenga, H., 2020. Participative leadership and teacher performance in Zambia: A case of Lusaka province. *Education and Leadership Journal*, 5(2), pp. 123-138.
41. Pillay, R., 2014. The relationship between transformational leadership and organizational performance in South Africa. *South African Journal of Human Resource Management*, 12(1), pp. 1-9.

42. Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H., and Fetter, R. (2020). Transformational leadership behaviors and their impact on followers' trust in leaders, satisfaction, and OCBs. *Leadership Quarterly*, 1(2), pp. 107–142.
43. Robinson, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson.
44. Saks, A. M. (2016). Preconditions and outcomes of employee engagement. *Journal of Managerial Psychology*, 21(7), pp. 600–619.
45. Shamir, B., House, R.J., and Arthur, M.B., 2023. The motivational effects of charismatic leadership: A self-concept-based theory. *Organizational Behavior and Human Decision Processes*, 86\*(1), pp. 28-49.
46. TJ Judge, & RF Piccolo (2004). Transformational and transactional leadership: A comparison of their relative accuracy for use in theory testing. *Journal of Applied Psychology*, 89(5), pp. 755–768.
47. Walumbwa, F.O., Avolio, B.J., & Zhu, W. (2008). How

## **APPENDICES**

### **QUESTIONNAIRE**

#### **TOPIC: AN EVALUATION OF THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE: A CASE STUDY OF SURYA GROUP OF COMPANIES**

Dear Respondent,

I am a student at the University of Lusaka carrying out a study on the topic mentioned above and you have been selected to participate in this research. I, therefore, request for your cooperation. Be assured that your responses in this regard will be treated with the highest level of confidentiality as this research is purely academic.

Thanking you in anticipation of your cooperation.

Yours Faithfully,

Researcher.

## Section A: Demographic Information

1. What is your gender?
  - Male
  - Female
  - Prefer not to say
2. What is your age group?
  - 18–25
  - 26–35
  - 36–45
  - 46 and above
3. What is your job title/role in the organization?.....
4. How long have you worked at the Surya Group of Companies?
  - Less than 1 year
  - 1–3 years
  - 4–7 years
  - Over 7 years

## Section B: Leadership Styles Practiced

5. Which leadership styles have you observed being practiced by managers at the Surya Group of Companies? (Select all that apply)
  - Autocratic
  - Democratic
  - Laissez-faire
  - Transformational

6. To what extent do you agree that the leadership styles practiced in the organization contribute to employee engagement?
- Strongly agree
  - Agree
  - Neutral
  - Disagree
  - Strongly disagree
7. How often do leaders in your organization involve employees in decision-making processes?
- Always
  - Often
  - Sometimes
  - Rarely
  - Never

### **Section C: Impact on Employee Performance**

8. How would you rate the overall impact of leadership styles on employee performance in your organization?
- Very positive
  - Positive
  - Neutral
  - Negative
  - Very negative
9. Do you feel motivated to achieve your performance targets due to the leadership style in your department?

- Yes
- No
- Please elaborate: \_\_\_\_\_

10. To what extent do you believe leadership practices at Surya Group of Companies influence innovation and creativity?

- To a great extent
- To some extent
- Neutral
- To a limited extent
- Not at all

#### **Section D: Transformational Leadership**

11. Do you agree that the following components of transformational leadership are practiced in your organization?

a. Individualized consideration (leaders address individual needs)

- Yes
- No

b. Inspirational motivation (leaders inspire a shared vision)

- Yes
- No

c. Intellectual stimulation (leaders encourage innovation)

- Yes
- No

d. Idealized influence (leaders act as role models)

- Yes
- No

12. What specific aspects of leadership motivate you to perform better? (Open-ended)

**Section E: Employees' Perceptions**

13. How effective do you think transformational leadership is in addressing employee concerns and enhancing productivity?

- Very effective
- Effective
- Neutral
- Ineffective
- Very ineffective

14. Please provide suggestions on how leadership at Surya Group of Companies can improve employee motivation and performance.

.....

.....

.....

.....

**Thank You.**

## **INTERVIEW GUIDE FOR KEY INFORMANTS**

### **TOPIC: AN EVALUATION OF THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE: A CASE STUDY OF SURYA GROUP OF COMPANIES**

Dear Respondent,

I am a student at the University of Lusaka carrying out a study on the topic mentioned above and you have been selected to participate in this research. I, therefore, request for your cooperation. Be assured that your responses in this regard will be treated with the highest level of confidentiality as this research is purely academic.

Thanking you in anticipation of your cooperation.

Yours Faithfully,

Researcher.

## **Questions for Key Informants (Managers/Leaders)**

### **1. Leadership Styles**

- What leadership styles are most commonly practiced at Surya Group of Companies?
- How do you select or adapt leadership styles for different situations?

### **2. Impact on Employee Performance**

- How do you perceive the relationship between leadership styles and employee performance in your organization?
- Can you provide examples of how leadership has positively or negatively impacted employee productivity?

### **3. Transformational Leadership**

- Do you believe transformational leadership is practiced in your organization? If yes, how is it implemented?
- How do components such as inspirational motivation, individualized consideration, and intellectual stimulation play a role in your leadership approach?

### **4. Employee Perceptions**

- How do you gather feedback from employees about leadership effectiveness?
- What changes have you implemented based on employee feedback?

### **5. Recommendations**

- What do you think are the key leadership strategies that can improve employee motivation and productivity?
- What support or training do leaders in the organization need to enhance their leadership skills?

**Thank you.**