



Transformational Leadership Style and Employee Performance in some Selected Table Water Companies in Gombe Metropolis

Aminu, Musa^{1*}; Mbasua, Yakubu Ali ²; Haruna, Dadum Hamza³

^{1, 2, 3}Department of Business Administration, Faculty of Arts, Social & Management Sciences,
Gombe State University

Email:

aminuafirdeba@gmail.com

Abstract: *The study examined the effect of Transformational leadership style on employees' performance in some selected table water companies in Gombe metropolis. The specific objectives of the study include: to examine the Transformational leadership style on employee performance in some selected table water companies in Gombe metropolis; to identify whether Transformational leadership style affects employee performance in ways of some selected companies in Gombe Metropolis. Moreover, the study adopted exclusive criteria; because the study reviewed only recent studies from 2019-2023, that is a period of five (5) years that reported on leadership styles and employee performance. However, the study used the exclusive criteria in order to have updated results that were conducted within the same pattern of economic hardship and to have a conciseness for better understanding of readers. Data was also gathered through the means of review and analysed through identifying the outcome of the reviewed studies based on the majority. Therefore, the study found that there is a significant effect of Transformational leadership style on employee performance in some selected table water companies in Gombe metropolis. Additionally, based on the findings, the study therefore recommends the following: Organisations should practice Transformational leadership style to enhance employee performance.*

Keywords: Transformational Leadership Style, Employee Performance, Companies.

INTRODUCTION

Measuring employee performance is a key that plays a vital role in determining the overall success and productivity of an organisation. In an increasingly competitive business environment, organisations have continuously engaged in ways to enhance the efficiency and effectiveness of their workforce via styles of leadership. High-performing employees contribute significantly to the achievement of organisational goals, ranging from the delivery of quality products and services, and strengthening company's reputation (Alheet, et, al., 2021). As such, it is important to understand the various factors that influence employee performance such as motivation, leadership styles, job satisfaction and workplace culture.

This study seeks to review key elements and offer insights on how organisations can enhance employee performance to drive long-term growth and success. Employee performance is closely related to the results of one's work in an organization or company. Kuswati (2020) asserted the results of work includes; quality, quantity and timeliness, but performance

evaluation in a company's operation is key in employee development. Employee performance is defined by Amunomiebi and Oyibo (2020) as the level of success of employees in carrying out their duties and responsibilities.

Additionally, Amunomiebi and Oyibo (2020) opined that employee is a very vital asset in an organisation and the most important in performing the organisational process and achieving organisational goals. However, the challenge of every organization is how to optimise employee performance. This study intends to review if leadership style could be the possible solution to the menace of poor employee performance. Employee performance is sacrosanct in achieving the organisational goals; thus, organisations look for effective and efficient way to lead their employees so that employees would give their best to perform on their various tasks.

Moreover, according to Alheet, et al., (2021) employee performance is measured based on some basic factors but not limited to the following; executing defined duties, meeting deadlines on assigned task, employee competency in actualising the task, and effectiveness and efficiency in doing work. Various organisations need strong leadership styles that stimulate the employee performance. On the other hand, leadership has engaged as a new effective approach for managing the employees and organisation at large. The traditional concept of personnel administration has gradually been replaced with the human resource management. This gives importance to the strategic integration of new leadership styles into effective management of employees and to improve the employee performance (Alheet, et, al., 2021).

Leadership is one of the major study matters in the field of Management (Kalsoom, et, al., 2018). In today's competitive environment, organisations are striving hard to meet their goals. Leaders play significant role in organisations and help employees in achieving their goals and objectives. According to Kalsoom, et al. (2018), leadership is the ability of an individual to motivate a group towards the accomplishment of goals. It is a process in which an individual interacts with the workers of the organization, motivates them and helps them in achieving the target (Suriyanti, 2020). Leaders are the source that enhance employee's performance and make them contented towards their jobs.

Transformational leadership additionally, creates an appropriate environment for employees who seek to engage in innovative work behaviours, especially since those behaviours are complex and risky due to the uncertainty in the success of the idea (Alheet, et, al., 2021). Transformational leaders are developing in their sub-ordinates a sense of self-efficacy (Kark et al., 2018). Thus, followers inspired by their transformational leaders recognise precisely what is anticipated from them to achieve and they are willing to exert any effort to contribute to the attainment of the organisation's goals; accordingly, they are in ultimate search for innovative solutions of approaching their tasks, which is reflected on their overall performance (Alheet, et, al., 2021).

Many researchers depicted that transformational leadership style has greater impact on employee performance as compared to transactional leadership style (Kalsoom, et al., 2018). Numerous studies focus on transformational leadership style. In the context of Pakistan, little attention has been given on the leadership styles adopted by managers in the Fast-moving consumer goods (FMCG). Most of the researches on the leadership style were done in other sectors. Therefore, this is another significant consideration of contemporary study. The aim

of this research is to discover effective leadership style in Gombe Metropolis (Kalsoom, et al., 2018).

STATEMENT OF THE PROBLEM

Strong employee performance is directly linked to overall organisational success. It drives efficiency, productivity and the ability to achieve strategic goals, which in turn contributes to the company's survival, growth, and competitiveness, (Onyekwere 2023). In Nigeria, employee performance is pivotal to organisational success, yet many sectors grapple with challenges such as low productivity, inadequate motivation and diminished job satisfaction.

Leadership styles are instrumental in influencing these performance metrics. Studies have shown that transformational leadership, which emphasises inspiration and motivation, positively impacts employee performance in Nigerian SMEs (Isah, 2023).

Focusing on Gombe Metropolis, a region striving for economic development within Nigeria, organisations, especially table water companies encounter distinct challenges related to leadership and employee performance. Cultural norms, economic constraints and infrastructural limitations influence leadership practices and subsequently, employee outcomes. Research indicates that in some companies within Gombe Metropolis, leadership styles significantly affect employee performance (Ahmed & Aondoaver, 2023). Additionally, from the selected companies for this study, it was found that performance of employee is drastically going down year by year. For instance, in Atlantis Table Water Company in 2021, the performance of workers dropped from 87% to 82.2%. For 2022, it fell back to 79%, while in 2023, it raise up to 100%.

However, so many measures were taken by different researchers in the field of management where comprehensive studies examining how various leadership styles - be it autocratic, democratic, transformational or transactional, specifically impact employee performance in this context.

Persistently, in 2024 the performance of employees in Atlantis dropped to 90.4% (Atlantis, 2025).

Similarly, in Gombawa Table Water Company, the performance of workers in 2021 dropped from 89.3% to 70.1%. In 2022, it dropped again to 70.0%. In 2023, it drops again to 68.8%. In 2024, it rose to 80.6% (Gombawa, 2025). Accordingly, in Monas Table Water Company, the performance of employees rose persistently. In 2021, it rose from 70.4% to 80.0%. It rose to 80.9%, 90.2%, and 100% for 2022, 2023, and 2024 respectively, (Monas, 2025). These have all occurred as a result of the changes in the leadership and other factors of the companies (Madu et.al., 2025).

Similarly, most of the previous studies such as Blarinwa, et., al. (2023); **Abbas and Cross (2019)**; McCarter, et., al. (2022); Akhila (2018); Danijela, et., al. (2024); Sajjad (2021), etc did not consider manufacturing sectors for their studies, they focused mainly on other areas such as public organisations like ministries and hospitals, retail chain offices etc and it is for this reason that this study is set to fill the gap in literature. This therefore necessitated the researcher to conduct a research in some selected table water companies in Gombe Metropolis so as to identify various ways in which the problems of leadership style that affects employee performance can be addressed.

RESEARCH OBJECTIVE

This research study is aimed to review related studies on the effect of transformational leadership styles on employee performance in some selected table water companies in Gombe metropolis.

CONCEPTUAL REVIEW

Transformational Leadership

Lyubych et al. (2022) divided transformational leadership into four dimensions: Idealised influence or charisma refers to leaders building good images through self-confidence to maintain employees' confidence.

These leaders who have substantial autonomy and conversion abilities can persuade employees or meet their expectations through observing their needs, desires, and values (Haider et al., 2019). Transformational leaders motivate the followers by providing support to perform beyond expectations. Alharbi and Aljounaidi (2021) illustrated in their study that transformational leadership is not solely directive, rather it is related to the development and performance of followers.

These leaders make a strong connection between followers and themselves by increasing their motivation and morality (Cavazotte et al 2021). Furthermore, Nuel et al. (2021) stated that transformational leaders manage organizations by inspiring, motivating and empowering their employees that results in organisational success.

EMPIRICAL FRAMEWORK

Aun et.al (2019) asserted in their study that the need to develop better styles of leading is becoming increasingly imperative in all organisations because different situations require different styles of leading. Some firms face the problems of poor innovation, lower productivity and inability to meet performance targets due to lack of strategic interventions of specific leadership styles to particular situations which are constantly affecting employees' performance. The objective of the study was to determine the extent to which transformational leadership style affects employees' commitment. The study adopted survey research design where the population consists of all employees of 7-Up Plc Oluyole Plant, Ibadan which was 1126 using Krejcie and Morgan (1970) formula, a sample size of 286 was obtained. The hypotheses were tested using Ordinary Least Square (OLS) regression method at 0.05 alpha level of significance. The study concluded that there is a positive and significant effect of leadership styles on employees' performance. This implies that effective transformational leadership styles positively impacts employees' performance in terms of productivity and employees' commitment.

The study recommended that business organisations in Nigeria should adopt workable leadership styles in such a way that it gives room for higher productivity.

However, the above study which was conducted by Aun et.al (2019) was carried out in Ibadan-Nigeria, Ordinary Least Square (OLS) was used as tool for analysis. The current study was conducted in Gombe-Nigeria in 2025, Stratified Equation Modeling (SEM) was adopted as a tool for data analysis.

In the work of Al-Khajeh (2018), the impact of leadership styles on the organisational performance was examined. The focus was on transformational leadership style. The primary research has been done using the quantitative approach, with the help of survey instrument, based on a survey questionnaire. The secondary research has been done through the review of previously established literature for achieving the research objectives. The reliability of the data was measured using Cronbach's Alpha reliability coefficient. This study has provided deep insights about the transformational leadership styles which have a positive impact on the organizational performance,

However, the study of Al-Khajeh was conducted in 2018 while the current study is still ongoing. Additionally, the study of Al-Khajeh (2018) assessed transformational leadership styles and organizational performance, while the current study assessed transformational leadership style among other variables and employee performance of table water companies in Gombe Metropolis.

Furthermore, another research work was aimed at highlighting the importance of organisational culture on the transformational leadership style and the effect of the chosen leadership style on the team's performance. It surveys strata of leaders from the Middle East in the current turbulent environment. The research was based on a quantitative data collection in the service sector from a large number of stratified sampled firms and respondents.

The cross-sectional data from 40 service companies reveal some interesting results. The findings suggest that managers need to build on this concept finding in providing further training and development of employees' skills in addition to an organisational culture of acceptance, adaptation and diversity (Maamari & Saheb 2018).

However, the study of Maamari and Saheb (2018) was carried out in the year (2018) while the current research was carried out in 2025. The findings of the study did not show any relevance of the transformational leadership style and teams' performance.

Additionally, the study of Alheet et.al., (2021) aimed to investigate the impact of transformational leadership styles on employees' innovative work at Al-Ahliyya Amman University Employees. It followed the descriptive analytical approach by distributing a questionnaire to a sample of 461 employees following the convenience sampling technique. The findings show a positive statistically significant impact of transformational leadership style on employees' innovative work behaviour at Al-Ahliyya Amman University Employees.

However, the study of Alheet et.al (2021) possesses three proxies for measuring leadership style, the DV was employees' innovative work. While in the current study, four proxies were used for measuring leadership style and the DV was employee performance unlike the study of Alheet et.al (2021).

According to study of Specchia et.al (2021), Healthcare organisations are social systems in which human resources are the most important factor. Leadership plays a key role, affecting outcomes for professionals, patients and work environment. The aim of this research was to identify and analyse the knowledge present to date concerning the correlation between transformational leadership styles and nurses' job satisfaction. A systematic review was carried out on PubMed, CINAHL and Embase using the following inclusion criteria: impact

of different leadership styles on nurses' job satisfaction; secondary care; nursing setting; full-text available; English or Italian language. From 11,813 initial titles, 12 studies were selected.

Of these, 88% showed a significant correlation between transformational leadership style and nurses' job satisfaction. In this challenging environment, leaders need to promote technical and professional competencies, but also act to improve staff satisfaction and morale. It is necessary to identify and fill the gaps in leadership knowledge as a future objective to positively affect health professionals' job satisfaction and therefore healthcare quality indicators.

However, the study of Specchia et.al (2021) was conducted in a healthcare sector with nurse job satisfaction as the dependent variable. The current study focused on manufacturing sector in Gombe and employee performance is the dependent variable unlike the above study.

Additionally, the study of Makambe and Moeng (2019), sought to extricate the nexus between transformational leadership style and employee performance at a selected bank in Botswana. The study adopted a positivist research paradigm coupled with a survey research design, while a quantitative methodology was used to collect data through a self administered questionnaire. The study population comprised 433 employees from which a sample of 200 was randomly selected. Data was analysed through the Statistical Package for Social Sciences (SPSS), culminating in statistical techniques such as factor analysis, regression analysis and Analysis of Variance (ANOVA). The results of the study revealed that there was a significant utilisation of the transformational leadership styles at the selected commercial bank. The study only used quantitative data from employees for analysis and did not include bank leaders' opinions.

However, the study of Makambe and Moeng was conducted in a Banking sector in Botswana, a country in Southern Africa in 2019. The current study was carried out in Nigeria and Gombe in particular, in Table Water Firms (Manufacturing Sector).

Furthermore, Kalsoom et.al (2018) further puts in their study that leadership is one of the key roles used in any organisation. Transactional leadership and Transformational leadership are two key styles who gain immense importance from past few decades. This study is about these two leadership styles having impact on employee's performance in FMCG industry of Pakistan. Data were collected from 318 employees. The study concluded that though both leadership styles are having positive relation with employee performance but, transactional leadership style has strongly positive correlation with the performance of the employees. Along with Pearson correlation, Linear Regression Analysis has also been used in order to predict the predictor's contribution towards employees' performance. Moreover, it has been recommended that if Pakistan FMCG industry focuses on Transactional Leadership Style through trainings and different manuals, then it can develop such leaders in a better way.

However, the study of Kalsoom et.al (2018) above used only two leadership styles to assess employee performance in Pakistan. The current study adopted four different styles of leadership to assess employee performance in some selected Table Water Companies in Gombe-Nigeria.

The study conducted by Sokolic et.al (2024), explored the impact of transformational leadership styles on the effective motivation of employees and hence on increasing organisational performance. Starting from the premise that a leadership style can play a

crucial role in determining the level of employee motivation engagement and satisfaction, this research focused on identifying the link between transformational leadership style and employees work outcomes. By applying a mixed methodology, which combined quantitative analysis of survey data with qualitative case studies, the research aimed to provide an in-depth understanding of how these leadership styles directly influence employee motivation and, indirectly, their performance.

The results are expected to show a significant correlation between employee-oriented leadership styles and high levels of motivation, suggesting that leaders who adopt a more involved and supportive approach can significantly improve organisational performance.

However, in the study of Sokolic et.al (2024), they assess transformational leadership style on the effective motivation of employees while the current research study assesses the impact of leadership styles on employees' performance. The current research was conducted in 2025.

Equally, Putri (2018) aimed to determine the relationship between transformational leadership style, interpersonal communication to employee job satisfaction and its effect on employee performance. The method used in this study is path analysis with SPSS application version 21. These results indicate that the relationship of transformational leadership style on employee job satisfaction has a contribution of 0.24, while the relationship between transformational leadership style on the performance of employees has a contribution of 0.279.

However, the study of Putri (2018) adopted three independent variables. Tool for analysis of data was SPSS and the study was not conducted in Nigeria. The current study was conducted in Gombe-Nigeria in 2025; Stratified Equation Modelling (SEM) was used for data analysis.

In addition Purwanto (2022) also analysed the role of organisational citizenship behaviour on the relationship of transformational leadership to the performance of SMEs. The research sample is SMEs employees with a total sample of 310 respondents in 30 SMEs. The sampling technique used is simple random sampling technique. The research instrument used an online questionnaire and the analytical method used Partial Least Square (PLS) with SmartPLS 3.0 software.

The results show that transformational leadership has a positive and significant effect on Organisational Citizenship Behaviour transformational leadership has a positive and significant effect on employee performance and Organisational Citizenship Behaviour has a positive and significant effect on employee performance, Organisational Citizenship Behaviour mediates partially and positively and significantly the relationship between transformational leadership and employee performance. The implications of the results of this study indicate that transformational leadership is found to be the main factor in improving the performance of SMEs. Suggestions for research are the expansion of research orientation to a wider scope of industry and organisation to obtain more comprehensive results.

However, in the study of Purwanto, (2022), only transformational leadership was used to assess performance of SMEs. This simply implies that transformational leadership style was the IV for the study, and performance of SMEs was the DV for the study. This indicates a strong gap between the above study and the current study where the current study adopts four different leadership styles as the proxies of the IV which was used to assess the DV,

employee performance. Additionally, Smart PLS was the tool used for the data analysis unlike the current study which used Stratified Equation Modelling (SEM) the current study was be conducted in 2025, in Gombe-Nigeria.

The research by Fakhri et.al., (2020) was conducted to determine the effect of transformational and transactional leadership style on employee performance at the Indonesian National Electricity Company (PT PLN) main office. This research used a quantitative method with a descriptive-causality research type. Sampling was done by a non-probability sampling method of saturated sample type, with the number of respondents being 73 people. The data analysis techniques used are descriptive analysis and multiple linear regression analysis.

Our result shows that the transformational leadership style is influential and significant to performance, while the style of transactional leadership has no effect and significance to the performance of employees.

However, the above research used only two leadership styles to assess employee performance in Electricity Company in Indonesia. The current research will adopted four different styles of leadership to assess employee performance in some selected Table Water Companies in Gombe-Nigeria.

Similarly, in the study of Priarso et.al (2018) was aimed at determining the factors that influence job satisfaction and its consequences toward employee performance at PT. Gynura Consulindo. Independent variables in this research are transformational leadership style, work motivation and work environment. The intervening variable in this research is job satisfaction and the dependent variable is employee performance. The methodology of this research was descriptive causality designed by testing hypotheses. Data collection used primary data by distributing questionnaires to employees of PT. Gynura Consulindo. The sample used in this study was 114 respondents from a population of 160 people based on Slovin's calculations. The results of the study showed that the factors of job satisfaction on employee ofPT.Gynura consulindo are transformational leadership style, work motivation, and work environment. Furthermore, job satisfaction has significant impact towards employee performance. It means that, job satisfaction has very dominant role as mediator in employee performance achievement.

However, the study of Priarso et.al (2018) above used three independent variables, only one leadership styles was used to assess employee performance. The current research was conducted in 2025 and adopted only one IV which is leadership style, with four different styles of leadership as dimensions to measure the IV in order to assess employee performance in some selected Table Water Companies in Gombe-Nigeria.

Moreover, Bolarinwa el.al (2023) carried out a study that examined transformational leadership styles and employees' job performance in the Forestry Research Institute of Nigeria (FRIN). A total of 120 employees was chosen at random from among the 900 FRIN employees. Percentages, means, standard deviation and regression were used for the analysis. Results showed that the majority (89.2%) of the employees displayed transformational leadership styles

However, the study of Bolarinwa el.al (2023) above used three leadership styles to assess employee performance. The current research was conducted in 2025 and adopted only one IV

which is leadership style, with four different styles of leadership as dimensions to measure the IV in order to assess employee performance in some selected Table Water Companies in Gombe-Nigeria.

McCarter et.al's (2022) study aimed to determine the effect of work discipline and transformational leadership style on employee performance at hotels in Texas. The analysis used in this study is multiple regression analysis. The population in this study was all employees at the hotels. Sampling in this study was carried out using a sampling technique, namely saturated sampling, so the number of samples was 300 employees who were recruited as samples in the study. The data were processed with SPSS.21. The analytical method used in this study, was multiple linear regression analysis, Ftest, Ttest, and coefficient of determination (R²). Based on the results of the study it was found that there was a positive and significant effect of work discipline and transformational leadership style variables on employee performance at the hotels simultaneously. This is evidenced by the value of Fcount which is greater than the value of Ftable ($29.288 > 3.32$) and the probability value which is smaller than ($0.000 < 0.05$).

Partially, there is a positive and significant effect of work discipline on employee performance and transformational leadership style has a negative and significant effect on employee performance at the hotels in Texas, where the tcount value is greater than the ttable value (1,703). The work discipline variable has a tcount value of 5.799 ($p = 0.000$) and the leadership style variable has a tcount value of -5.035 ($p = 0.000$). The variable that has the most dominant influence on employee performance at the hotels in Texas is the work discipline variable with the largest tcount value (5.799).

However, in the above study, two IVs were adopted by the researcher; the research was conducted at Hostels in Texas in 2022. In the study, data was analysed using SPSS. For the current study, only one IV was adopted, and the study was carried out in Gombe-Nigeria, SEM was used as a tool for data analysis unlike the above study which used SPSS for its analysis.

THEORETICAL REVIEW

The theoretical framework adopted in this study was path-goal theory. This theory is leadership oriented and it was built by Robert House, an Ohio state university graduate in 1971. The path goal framework affirmed that leader's actions in organisation are centred on the issue of job satisfaction, motivational indices, and performance of task in accordance with his or her subsidiary employee. The path-goal theory is broadly acknowledged theoretical improvement from a contingency approach which was derived from the theory of behaviour and the expectancy analysis of motivation theory of Victor Vroom. Though George Poulos and his associate at the University of Michigrows employed the path-goal ideas expressions years ago for examining the influence of leadership on improved performance and the issue of modern development. In real meaning, the path-goal theory attempts to give details on the impact that leaders behaviour has on correlated motivational system, satisfaction, and performance levels in organisations.

The early theoretical study carried out in the path goal theory proposed that leaders will be successful and valuable by building rewards system available to the engaged workers and by making those rewards dependent on the subordinates' achievement of the specific goals (Luthans, 2008). Path-goal analysis led to the building of a premise involving four exact

styles of leaders' behaviour in organizations which include: (directive style, supportive ways, participative process and achievement methods. Also, it identified three categories of subordinates' attitude which include: job satisfaction technique, acceptance of the leader style and perceived expectations about job effect, improved performance reward related issues. It was opined by them that a significant aspect of the leader's responsibility is to explain for the workers the type of behaviour most expected to result in targets of the organisation. This action is termed as path clarification (Ivancerich, 2008). This theory endeavours to describe the interaction between a leader's behaviour and the subordinates' work performance and activities within organisations. That Leaders behaviour is satisfactory to subordinates through the extent that they see it as a means of satisfaction or as a footstep towards their future satisfaction. It is also discovered in the theory that leaders' actions in organization influences the inspiration of subordinates when it builds on the satisfaction of their needs contingent on winning performance at the workplace, and it helps to provide the direction and rewards desired for effective and improved performance at the workplace. However, the goal theory of leadership and the expectancy approach of motivation, are directly connected in the sense that leaders' behaviours in organisation each can increase or decrease workers expectancies at any time. In addition to this analysis, it is noted that the leaders' actions which help with the establishment and believe that employees may perhaps be treated any way because of joblessness situation in a country which makes job switch hard has resulted in the hardship employees face in their places of work in Nigeria.

This process has a negative impact on performing and building organisational culture which in turn influence organisational improved performance and commitment system. This is no doubt affecting the performance of the staff of Kala Palm Oil Company and will also lower their level of commitment to their work towards effective service through the role of their leaders. In this theory, every of these leadership actions results in diverse points of improved performance and subordinates satisfaction depending on the arrangement of the employee task (Leslie & Byars 2003). Also, the path-goal theory affirmed that effective leadership activities in organisation help influence workers satisfaction and improve performance by making their desire satisfaction contingent on efficient job performance system. In this process, leaders build up the performance to the effect of expectancy and valence of those outcomes by guaranteeing that workers who perform their task sound, have a high level of required accomplishment than workers who perform inadequately at the workplace. Effective leaders help also to build up the effort to performance activities in the organisation.

METHODOLOGY

The methodology of this study is exclusive criteria; because the study reviewed only recent studies from 2019 to 2023 that is, a period of five (5) years that reported on leadership styles and employee performance. However, the study used the exclusive criteria in order to have updated results that are conducted within the same pattern of economy headship and to have a conciseness for better understanding of readers. The data is also gathered through the means of review and analysed through identifying the outcome of the reviewed studies based on the majority.

DISCUSSION OF RESULTS

The study examines the effect of Transformational leadership styles on employee performance in some selected table water companies in Gombe metropolis.

However, based on the majority, the study found that; there is a significant effect of Transformational leadership style on employee performance in an organisation. The result therefore, implies that the more an organisation is practicing Transformational leadership style, the more they can enhance employee performance, which is in line with studies of Lai et al. (2020); Agustina et al. (2021); Suprayitno (2024); Astuti et al. (2020); Swanson et al. (2020); Sample et al. (2023).

CONCLUSION

The study concludes that there is a significant effect of Transformational leadership style on employee performance. Therefore, the study shows clearly the implication of Transformational leadership style on employee performance in organisations; showing that it promotes/enhances employee performance in an organization and its absence may introduce different type of leadership style that might affect the employee performance in an organisation. Moreover, this study is of vital importance to the management of any type of organisational setting as they can use these findings and adopted Transformational leadership style to enhance employee performance.

RECOMMENDATIONS

Based on the findings, the study therefore recommends that Organisations of whatever setting should practice green leadership style to enhance employee performance.

SUGGESTION FOR FURTHER RESEARCH

- Future researches can maintain the same topic by coming with an empirical paper that is by adopting different method of data analysis.
- Future researches can also maintain the same topic by changing the variable of the study to different dimensions apart from the one used in this study.
- Also, future researches can measure leadership style on organisational performance to see how organisations are affected.

REFERENCE

- Agustina, M., Kristiawan, M., & Tobari, T. (2021). The influence of principal's leadership and school's climate on the work productivity of vocational pharmacy teachers in Indonesia. *International Journal of Educational Review*, 3(1), 63-76.
- Asbari, M., Hidayat, D. D., & Purwanto, A. (2021). Managing employee performance: From leadership to readiness for change. *International Journal of Social and Management Studies*, 2(1), 74-85.
- Astuti, S. D., Shodikin, A., & Ud-Din, M. (2020). Islamic leadership, Islamic work culture, and employee performance: The mediating role of work motivation and job satisfaction. *The Journal of Asian Finance, Economics and Business*, 7(11), 1059-1068.
- Birbirs, Z. A., & Lakew, D. M. (2020). The effect of leadership style on the job satisfaction of micro and small enterprises. *International research journal of business studies*, 13(1), 27-32.
- Erhan, T., Uzunbacak, H. H., & Aydin, E. (2022). From conventional to digital leadership: exploring digitalization of leadership and innovative work behavior. *Management Research Review*, 45(11), 1524-1543.
- 8Funkeye, S. F., Opuene, E. B., & Famous, N. A. (2023). An Assessment of the Impact of Effective Leadership on Organizational Performance in Nigeria: A Study of Kala Palm Oil Company. *Journal of Lexicography and Terminology (Online ISSN 2664-0899. Print ISSN 2517-9306)*, 7(1), 47-62.

- Gardašević, J., Ćirić, M., & Stanisavljević, I. (2021). The Relations between Contemporary Leadership Styles and the Dimensions of National Culture in Modern Business Environment. *Ekonomika*, 67(1).
- Haryono, S., & Sulistyono, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(6), 387-397.
- Khan, H., Rehmat, M., Butt, T. H., Farooqi, S., & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: a mediation model. *Future Business Journal*, 6(1), 40.
- Lai, F. Y., Tang, H. C., Lu, S. C., Lee, Y. C., & Lin, C. C. (2020). Transformational leadership and job performance: The mediating role of work engagement. *Sage Open*, 10(1), 2158244019899085.
- Lusiani, M., Abidin, Z., Fitrianiingsih, D., Yusnita, E., Adiwinata, D., Rachmaniah, D., ... & Purwanto, A. (2020). Effect of servant, digital and green leadership toward business performance: evidence from Indonesian manufacturing. *Systematic Reviews in Pharmacy*, 11.
- Novitasari, D., Asbari, M., Wijayanti, L. M., Hyun, C. C., & Farhan, M. (2020). The role of religiosity, leadership style, job satisfaction and organizational citizenship behavior mediation on woman teachers' performance. *Solid State Technology*, 63(6), 2953-2967.
- Saleem, F., Zhang, Y. Z., Gopinath, C., & Adeel, A. (2020). Impact of servant leadership on performance: The mediating role of affective and cognitive trust. *Sage Open*, 10(1), 2158244019900562.
- Sampe, F., Kusnady, D., & Supendi, D. (2023). The Effect of Leadership Style and Communication on Employee Performance. *Jurnal Ekonomi*, 12(01), 207-217.
- Shafi, M., Lei, Z., Song, X., & Sarker, M. N. I. (2020). The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. *Asia Pacific Management Review*, 25(3), 166-176.
- Suprayitno, D. (2024). The Influence of Leadership on Employee Performance. *Journal of Law, Social Science and Humanities*, 1(2), 87-91.
- Swanson, E., Kim, S., Lee, S. M., Yang, J. J., & Lee, Y. K. (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. *Journal of hospitality and tourism management*, 42, 88-96.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological forecasting and social change*, 150, 119762.
- Ying, M., Faraz, N. A., Ahmed, F., & Raza, A. (2020). How does servant leadership foster employees' voluntary green behavior? A sequential mediation model. *International journal of environmental research and public health*, 17(5), 1792.