

EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN NGOs

A Dissertation submitted to the Office of the Dean, Faculty of Management in partial
fulfillment of the requirements for the Master's Degree

by

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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**Effect of Transformational Leadership Style on Employee Performance in NGOs**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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REPORT OF RESEARCH COMMITTEE

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APPROVAL SHEET

We, the undersigned, have examined the dissertation entitled **“Effect of Transformational Leadership Style on Employee Performance in NGOs”** presented by Mathura Niroula, a candidate for the degree of Master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the dissertation is worthy of acceptance.

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ABBREVIATIONS

%	:	Percentage
&	:	And
e.g.	:	Example
EP	:	Employee Performance
HRM	:	Human Resource Management
i.e.	:	That is
IBM	:	International Business Machine Corporation
IC	:	Individual Consideration
II	:	Idealized Influence
IM	:	Inspirational Motivation
IS	:	Intellectual Stimulation
LMX	:	Leader-Member Exchange Theory
MKT	:	Marketing
MS. DO	:	Microsoft Disk Operating System
NGOs	:	Non-Governmental Organizations
No.	:	Number
OLS	:	Ordinary Least Square
Res	:	Respondents
SEM	:	Structural Equation Modeling
SET	:	Social Exchange Theory
SLR	:	Simple Linear Regression
SPSS	:	Statistical Package for Social Sciences
T.U.	:	Tribhuvan University
WHO	:	World Health Organization
www	:	World Wide Web

ABSTRACT

This study investigates the impact of transformational leadership style on employee performance within NGOs. It adopts a descriptive and causal-comparative research design to address key issues related to transformational leadership and its influence on employee outcomes in non-governmental organizations. Data analysis was conducted using descriptive statistics, correlation, and regression analysis. The findings indicate that employees believe intellectual stimulation and inspirational motivation significantly enhance their performance, and they also perceive their overall performance as high. Furthermore, the correlation analysis revealed a significant positive relationship between idealized influence, inspirational motivation, and employee performance. The study also found a significant positive correlation between intellectual stimulation and employee performance. Additionally, the relationship between individual consideration and employee performance was found to be significantly positive. Multiple regression analysis further confirmed that idealized influence and inspirational motivation have a strong positive effect on employee performance. Similarly, intellectual stimulation and individual consideration were also shown to significantly enhance performance in non-governmental organizations. Based on these findings, the study concludes that idealized influence, inspirational motivation, intellectual stimulation, and individual consideration are key drivers of employee performance in NGOs. These results highlight the critical role of transformational leadership in shaping organizational behavior and improving long-term employee performance, offering valuable insights for project managers.

Keywords: Employees Performance, Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration

CHAPTER - I

INTRODUCTION

1.1 Background of the Study

NGOs are groups that run advocacy campaigns on topics including environmental, legal, cultural, and social challenges. Human rights, religious freedom, environmental preservation, animal rights, and the defense of women and children are the primary objectives of non-profit organizations, or NGOs (Raelin, 2003). Second, NGOs' operations vary in terms of their geographic reach and commercial nature. As a result, they concentrate on providing public, volunteer, and community services. Thirdly, Raelin (2003) noted that most NGOs start out as small volunteer projects, community groups, civil society organizations, religious organizations, and individual endeavors. They thereby act as a go-between for the contributors and the recipients. The author concluded by saying that NGOs communicate with and address internal and external stakeholders, such as the government, employees, volunteers, sponsors, and recipients of goods and services.

The staff is a major factor in every organization's success. Employees perform by supporting their coworkers' efforts and output by being helpful, considerate, and cooperative. To advance business objectives, it requires motivated actions such as working hard, taking initiative, and following the law. A capable leader is crucial in this situation because they understand the importance of every individual and how they contribute to the achievement of the organization's goals. It must be recognized that an organization cannot achieve its objectives with only one or two individuals. Therefore, encouraging employee coordination and motivation as well as collaboration and teamwork will help the company achieve its objectives. Similarly, Noormala and Syed (2009) argued that good leader-follower relationships affected employee empowerment, job satisfaction, organizational commitment, and productivity. Therefore, effective leadership is one of the most crucial instruments for maximizing organizational performance.

Non-governmental organizations (NGOs) have emerged as a major force behind democracy and development processes on both a national and global scale. They are currently actively engaged in the worldwide campaign to eradicate poverty and

promote equality, fair trade, human rights, and social justice. NGOs have a major impact on the social, political, and economic growth of the country. Non-governmental organizations (NGOs) also play a critical role in alleviating poverty and addressing emergencies. Agriculture, HIV/AIDS, integrated rural development, health, education, income generation, information services, women's concerns, peace, governance, food security, self-help, youth, and refugee and street kid issues are some of the fields they operate in (Mburu et al. (2024).

According to Ethe et al. (2012), a leader's style is defined by the particular activities they take to motivate and influence their team members to achieve the company's goals. To utilize their abilities and perform at their best, everyone cannot be led in the same manner. In the workplace, a variety of leadership ideologies are applied. Every leadership approach has advantages and disadvantages. The culture and goals of an organization dictate the best leadership style.

Leadership is practiced by many types of organizations, including commercial and governmental ones, educational institutions, non-governmental groups, and others. In other words, leadership is exercised in every aspect of life. In reality, leadership involves using suitable interpersonal tactics and styles to motivate individuals and teams to complete tasks (Wood et al., 2010). It is seen to be a crucial element in enhancing performance, which determines whether a project succeeds or fails. To handle shifting cultural norms, intense competition, quick technological advancement, and other difficulties, leadership is particularly important in today's business environment. To adapt to this quickly changing and more complicated business environment, leaders will require a deeper understanding of the new combination of leadership traits and skills. This will enable them to make timely, accurate, and relevant judgments.

According to Bass and Avolio (2005), transformational leadership styles are recognized for their capacity to inspire followers to go beyond self-interest and achieve incredible feats. By stressing the importance and value of achieving objectives, a transformational leader inspires followers to put the demands of the group or organization before their own. This kind of authority aims to create a steady, shared enthusiasm in both leaders and followers. Transformational leadership

followers are convinced to carry out the tasks that their employers demand of them. These leaders have the power to drastically change both the group they are associated with and their followers. Research on transformational administration, roles, and staff usefulness linkages indicates that transformational authority style and representational execution are strongly correlated. Additionally, transformative authority and hierarchical position are strongly correlated (Ahmad et al., 2014).

The administrative characteristics that are intimately linked to the appropriate transformative abilities of leaders, as well as certain aspects that are presumptions for the effective use of leaders' skills and the productive exercise of positions of power, are what define transformational style. The "Four I's" display, a collection of transformative leadership qualities, was proposed by Bass and Avolio (2005). The basis for this inquiry is the "Four I's" episode. Elevated influence is a term used to describe a leader's capacity to gain followers' confidence and respect, which provides an excuse for the association to accept major change. Any attempt to sway the group's opinion may encounter fierce opposition if they do not trust the leader with their thoughts and logic. Therefore, transformational leadership beliefs have a direct impact on workers' effectiveness in a variety of enterprises. Thus, the transformational leadership style and employee performance in non-governmental organizations are the main subjects of this study. The primary goal is to evaluate how transformational leadership practices affect workers' output.

1.2 Problem Statement

A business that lacks strong leadership is wasting scarce resources, much like a ship without a captain. Managers and other leaders must act in a way that is appropriate for the company's culture and general situation. Many types of businesses require strong leadership styles that can inspire workers. Task performance, which includes completing assigned tasks, meeting deadlines, working with others, and achieving departmental goals, and contextual performance, which includes non-job-specific qualities like cooperation, dedication, zeal, and persistence, are used to measure employee performance (Kouzes & Posner, 2007).

Al-Harthy and Yusof (2015) discovered that the association between transformational leadership style and employee job performance was mediated by employee training.

Orabi (2016) demonstrated that transformational leadership and three of its elements—inspiring motivation, intellectual stimulation, and individual consideration—had a substantial favorable impact on organizational performance, even when idealized influence was not a significant factor in the outcome. In a few Indonesian educational institutions, Pratama (2016) discovered that transformational leadership significantly improved workers' job performance, mediated by workplace happiness and modulated by culture.

According to Jiang et al. (2017), transformative leadership improved workers' long-term performance. According to Dialoke and Ogbu (2018), transformative leadership and employee performance were significantly positively correlated. Mohamed et al. (2018) discovered that the Somali National Civil Service Commission's employee performance was significantly impacted by the leadership styles of servant leadership, transactional leadership, transformational leadership, and laissez-faire leadership. According to Hussain et al. (2019), transformational leadership has a major impact on worker job performance through organizational commitment and direct effects.

According to Otieno and Njoroge (2019), transformational leadership was most commonly used at TUK, while transactional, laissez-faire, and authoritarian leadership were the least common. According to Aun et al. (2019), employees' performance was significantly and favorably impacted by leadership styles. This implies that workers' commitment and productivity were positively impacted by effective leadership, namely participatory and transformational approaches. As the researcher had predicted, Hoxha (2019) showed that the transformational leadership style was more likely to predict better employee performance than the transactional leadership style.

According to Baig et al. (2019), transformative leadership has a major effect on worker performance. According to Udovita (2020), employee performance was positively impacted by transformative leadership. However, the performance of employees was not significantly impacted by the transactional leadership style. According to Top, Abdullah and Faraj (2020), employee performance and transformational leaders are positively correlated. Employee performance was also significantly impacted by personalized attention and motivational encouragement.

Alsayyed et al. (2020) demonstrated that transformational leadership not only offered intellectual stimulation and idealistic influence, but also had a substantial impact on organizational performance. However, the respondents' evaluations showed that motivated motivation and personalized attention had no discernible impact on organizational performance.

Magasi (2021) demonstrated a favorable correlation between employee performance and intellectual stimulation and individualized attention. Beauty and Aigbogun (2022) discovered that both transformational and laissez-faire methods significantly improve worker performance. It is demonstrated, therefore, that transactional leadership has a negative impact. According to Hakro et al. (2022), employee performance was significantly improved by idealized influence, intellectual stimulation, inspiring motivation, and personalized concern. The importance of innovation, role modeling, trust, and team inspiration was highlighted by Gachira and Ntara (2023), who found that intellectual stimulation, idealized influence, and inspiring motivation had a significant impact on performance.

Mburu et al. (2024) pointed out that although inspiring motivation is the most well regarded leadership technique, it has the least ability to explain millennial worker engagement. In contrast, customized attention received a lower score but placed second in terms of explanatory power, while intellectual stimulation received the best ranking. Because of these contradictory findings, it is unclear how transformative leadership affects worker performance. Furthermore, while the aforementioned empirical information pertains to other nations, there is a dearth of evidence about Nepal's recent situation. Therefore, the current study attempted to assess the total effect of transformational leadership (individual concern, intellectual stimulation, inspiring motivation, and idealized influence) on staff performance in non-governmental organizations. The following are the research questions for this study:

- What is the level of transformational leadership in non-government organizations.
- How is the relationship between transformational leadership and employee performance in non-government organizations.

- Does transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) have an impact on employee performance in non-government organizations.

1.3 Objectives of the Study

The study's primary goal is to find out how transformational leadership affects non-governmental organizations' employee performance. The following are the study's other particular goals:

- To assess current status of transformational leadership in non-government organizations.
- To analyze relationship between transformational leadership and employee performance in non-government organizations.
- To examine the impact of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) on employee performance in non-government organizations.

1.4 Research Hypotheses

To dissect the aforementioned study questions, the following hypotheses were created. As a result, this study made an effort to investigate the following theories on non-governmental organizations.

H₁: There is significant effect of idealized influence on employee performance in non-government organizations.

H₂: There is significant effect of inspirational motivation on employee performance in non-government organizations.

H₃: There is significant effect of intellectual stimulation on employee performance in non-government organizations.

H₄: There is significant effect of individual consideration on employee performance in non-government organizations.

1.5 Rationale of the Study

All around the world now, wise leadership is needed. Leadership is at the center of everything. An organization's success is determined on its leader. Followers can perform their tasks more effectively when they are led effectively. Someone who understands the way, exemplifies the way, and walks the way is considered a leader. Leaders are important in any family, nation, and business because they make decisions. We need leaders who are knowledgeable and effective. They can thus make wise decisions and offer good counsel. In addition to maximizing profits, a successful leader used to care for the well-being of the employees and the community. As a result, leadership is a very intriguing topic that needs careful consideration. The growth of an organization depends on its leadership. Employees are the organization's human resources. A successful leader recognizes the importance of intangible human capital. In order to achieve the goals of the company, he thus makes an effort to retain valuable employees. As said before, the performance of a company is determined by its workers, and the leadership styles of its leaders determine the performance of its employees inside the business.

The findings of this study will advance our knowledge of how a leader's behavior impacts the productivity and loyalty of his followers inside the organization. This can help managers and other leaders understand the factors that affect employee retention and the causes of employee exits. Students will therefore comprehend how a leader's style may affect staff retention as well as follower performance. Researchers can find out more about how leadership ideologies affect employee retention and performance. For their research, they can make use of relevant data.

1.6 Limitations of the Study

There are several restrictions on the study. The following are the study's primary limitations:

- The study ignores other HRM facets in favor of concentrating on how transformational leadership affects employee performance in non-governmental organizations.

- A significant amount of the data analysis section has been derived from primary data, and the reliability of the respondents' opinions determines how accurate the data is.
- The study's assumptions are based on the participants' honest responses to the survey questions and the accuracy of the information provided.
- The study's sample size of workers of non-governmental organizations is rather small, since there were only 384 responses. It could not be a true representation of the whole population.
- Only multiple regression analysis, correlation analysis, and descriptive analysis were employed in this study.

CHAPTER - II

LITERATURE REVIEW

This chapter's primary focus has been the literature study on how a transformational leadership style affects employee performance in non-governmental organizations. Every research effort starts with facts and data from the past that form the basis of the current inquiry. Since it provides me with the input I need to expand the body of knowledge and further my studies, this chapter is essential to my study. This chapter's primary focus is on the research gap, the empirical review, and the theoretical review.

2.1 Theoretical Review

2.1.1 Theories of Leadership Style

Several alternative models of leadership traits to accomplish business goals have been emphasized by recent study. Improving employee performance at work is the aim of the development of leadership theories. Research has been done to look at the different strategies used by different CEOs since different firms may have different goals and one model may not work for them. Having said so, this study presents the following theories.

2.1.1.1 Contingency or Situational Theory

This ideology is one of the leadership philosophies that will be investigated in this research. In the early 1960s, several scholars developed conceptual models to explain the relationship between a situation and a leader. According to Northouse (2016), the theory was dubbed "leadership in a circumstance." This suggests that different situations or environments will require different types of leadership. A leader must thus be able to adjust and choose a certain style of leadership that is necessary for the many situations they encounter in order to be effective.

The directive and supporting elements are the focus of the situational or contingency leadership method. The measures must be utilized in all situations where appropriate. Group members can achieve goals by directed conduct, which involves establishing roles, goals, deadlines, evaluation protocols, and strategies for reaching them. Directive conduct is also a one-way communication style that outlines what has to be

done, how, and by whom. Supportive conduct, on the other hand, aims to make the group members feel good about their situation, their peers, and themselves. In contrast to directive conduct, supportive behavior entails two-way communication as well as a feedback system built on reciprocal emotional and social support (Northouse, 2016).

The group leader must therefore decide what is required in each situation. The group members' confidence, commitment to the task, and performance in reaching the objective must also be examined and evaluated. According to Northouse (2016), the situational approach to leadership posits that the leader may modify the degree of guidance or assistance provided to the group members based on their motivation and ability. This may evolve over time to satisfy the group members' needs for change. Furthermore, the situational approach to leadership requires that the leadership style be in line with the abilities and commitments of the group members. This theory holds that for a leader to be effective, they must be able to identify the needs of the group members and adjust their style of leadership accordingly.

2.1.1.2 Social Exchange Theory (SET)

Social Exchange Theory (SET) is a psychology theory that explains how people interact and make decisions in relationships. The idea holds that social interactions are exchanges in which individuals are always looking to maximize their profits and minimize their costs. This idea is highly relevant to the leadership area as leaders usually operate in settings where they must manage relationships, build trust, and compromise with others to achieve shared objectives. This post will look at the advantages of understanding social exchange theory and how leaders may apply its concepts to become more effective (Blau, 1964).

First and foremost, leaders should understand social exchange theory because it clarifies how people perceive and evaluate the outcomes of their interactions. According to the theory, individuals are always weighing the advantages and disadvantages of their relationships with others. Rewards might be real (like cash, resources, or status) or intangible (such respect, recognition, and emotional support). The time, effort, and emotional investment required to maintain relationships might

be considered expenses in addition to unfavorable outcomes like disagreement or rejection.

Second, social exchange theory emphasizes reciprocity in social relationships. The idea holds that people are more inclined to engage in constructive interactions when they believe that others will do the same. This concept is crucial for leaders because it highlights how crucial it is to build trust and a shared vision with their followers (Seers, 1989).

Lastly, social exchange theory highlights the importance of social norms in shaping interpersonal interactions. The theory holds that people are molded by the standards and expectations of the social groups they belong to, and that these standards can have an impact on the positive and negative aspects of their interactions. For instance, members of a social group that prioritizes cooperation and teamwork may be more likely to cooperate with others, even at the expense of certain personal advantages. In conclusion, leaders should understand social exchange theory as it provides valuable insights into how others perceive and evaluate social interactions. By putting the theory's ideas into practice, leaders may foster collaboration, build trust, and create a good culture—all of which are essential for achieving their goals. Being more aware of the advantages and disadvantages of their interactions with others can help leaders make better decisions and carry out their duties more effectively (Seers, 1989).

2.1.1.3 Leader-Member Exchange Theory (LMX)

The leader-member exchange theory of leadership, which highlights the reciprocal connection between superiors and subordinates, was established by Graen (1976) and Armstrong (2009). It is related to the social exchange theory, which holds that parties making agreements are what lead to social progress and stability (Armstrong, 2009). A subordinate in an organizational work unit may join the in-group or the out-group based on how well they and the boss communicate (Northouse, 2016). Leaders usually have special relationships with in-group subordinates rather than out-group subordinates. In-group subordinates share more administrative duties and are more committed to task objectives than out-group subordinates. According to Armstrong (2009), role-taking, role-making, and reutilization are the three phases that leadership development goes through as it advances. According to Northouse (2016), the theory

of leader-member exchanges looks at how these interactions affect how organizations operate. This study found that good leader-follower relationships led to several positive outcomes, such as reduced employee attrition, more organizational engagement, better performance, and promotions. The author discovered that when leaders and followers interacted well, followers felt better, accomplished more, and helped the business succeed.

2.1.1.4 Transactional Leadership Theory

Transactional leadership entails an exchange of commodities or services, as stated in a definition. Northouse (2016, citing Kuhnert & Lewis 1987) defines a transactional leader as someone who exchanges valuables with group members to further their shared objectives. According to the author, a transactional leader also calls the process the "bulk of leadership models" since it places a strong emphasis on the interactions that occur between the leader and followers. Additionally, according to the author, a transactional leader does not put their own personal development first or adjust their style of leadership to meet the needs of each group member. However, the author asserted that transactional leaders are powerful because they provide their followers with incentives, which encourages them to comply with their requests.

Contingent pay and management-by-exception are two aspects of remuneration that are part of transactional leadership. Giving the group members a specific incentive in return for their services and efforts is known as the contingent reward. As a consequence, the leader and followers come to an agreement that specifies what has to be done and how much effort will be rewarded. On the other hand, management-by-exception happens when a leader uses a proactive or reactive strategy to provide followers negative feedback and constructive criticism. The leader monitors the followers during the active stage as they seek to spot any instances in which they are committing errors or violating the law, after which they take remedial action. On the other hand, when an error or standard is violated, a leader acting in the passive style steps in to help followers. In management-by-exception, negative reinforcement is more prevalent than positive reinforcement (Northouse, 2016).

2.1.1.5 Transformational Leadership Theory

Northouse (2016) highlighted the broad perspective of transformational leadership theory. They essentially address how a leader organizes, plans, and carries out important organizational changes. In other words, the transformational leader places equal importance on organizational change and the empowerment of followers. Jung et al. (2003), for instance, looked at Taiwanese businesses' top management. Their findings indicate that transformational leadership has a direct impact on organizational creativity by inspiring staff members to have conversations and come up with fresh concepts.

Therefore, transformational leadership is one of the new concepts in leadership that considers the charismatic aspects of leadership, according to Northouse (2016) and Bass & Bass (2006). The author added that this leadership style is more appealing because of the followers' developmental growth and the built-in incentives. The traits of a transformational leader satisfy the needs of the team and inspire individuals to succeed even in unclear work settings.

The concept of transformational leadership, according to the author, combines elements of charismatic and visionary leadership and is described as a "process that alters and transforms people." Consequently, the group's leadership engages with its members and builds relationships with them that increase motivation and morale for both sides. Additionally, by understanding each member's objectives and needs, the leader tries to utilize their maximum potential. Consequently, this leadership style takes into account emotions, ethics, standards, morality, long-term goals, identifying motives, attending to needs, and treating followers with respect. As a result, transformational leadership possesses a unique capacity to motivate followers to beyond expectations.

Recent events have shown how effective the transformational leadership approach is. The approach examines the most researched subjects from the diverse viewpoints of prominent business leaders. When the leader promotes changes and gives people hope for the future, it has an innate power. It also takes into account the processes of both leaders and followers, with the primary focus being the "need for others" to develop and evolve. Nonetheless, transformational leadership provides a broader viewpoint

than previous leadership theories, emphasizing the needs, values, and beliefs of its constituents. Lastly, there is evidence that the concept of transformational leadership is effective in a range of contexts.

2.1.1.6 Behavioural Theory

This type of leadership philosophy focuses mostly on the specific actions of leaders. The behavioral approach, according to Northouse (2016) in his leadership book, is more concerned with "what the leader does and how they act than who the leaders are." The notion that behavioral leadership involves acting in a way that helps followers was the author's main focus.

The behavioral theory of leadership is separated into two categories: task behavior and relational behavior. The task behavior basically means accomplishing objectives and helping others to do the same. Relational conduct, on the other hand, helps group members feel comfortable with one another and with any situations that may come up in their environment. The leader of this school of thought must be able to combine these two types of conduct in order to assist the followers in reaching their objectives (Northouse, 2016).

The behavior-based approach to leadership has both benefits and drawbacks. The benefit of this approach is that it looks at leadership activities rather than personal traits or character traits. Furthermore, because the theory is supported by several leadership studies and offers valuable information and insight into the conduct of leaders, it is reliable and significant (Northouse, 2016). One disadvantage of the behavioral theory of leadership is that, according to Northouse (2016), researchers have not discovered any proof to back up the notion that task and interpersonal behavior may result in positive outcomes like productivity, job satisfaction, and workplace morale. Additionally, academics have not determined if the behavioral theory may contribute to a leader's effectiveness. Furthermore, the behavioral theory of leadership disproves the idea that the most effective leaders have high task and high connection (Northouse, 2016).

2.1.2 Transformational Leadership and Employee Performance

The goal of this is to transform the visionary. It manifests as a group vision that is implemented by subordinates. In other words, the transforming process may be observed through a range of transformational leadership traits, including attributed charisma, idealized influence, motivating inspiration, intellectual stimulation, and tailored concern (Bass & Avolio, 2005). According to Yukl (2013), employing a transformational leadership style can improve performance since it seeks to optimize workers' abilities and expertise.

In order to achieve organizational goals, a leader who exhibits transformational leadership allows his team members the autonomy and confidence to carry out their duties in accordance with his philosophy. According to Butler (1999), a transformative leader forces followers to comprehend the organization's mission, vision, and objectives. They also encourage and inspire followers to act critically, solve problems creatively, respect every employee as a person, and perform to the best of their ability. Suharto (2005) proposed that increasing the frequency of transformational leadership techniques will significantly improve subordinates' psychological empowerment. A transformational leader who puts the needs of the individual first will be able to motivate others, steer the company toward its objectives, and come up with creative ways to accomplish tasks.

Additionally, transformational leadership enhances employee performance in the field and in the lab. According to Bass and Avolio (2005), transformational leaders assist others by providing them with encouragement and support, expressing a vision, arousing feelings of emotion and identification, and assisting people in viewing things from a fresh perspective. According to Dastane (2020), psychologically empowered subordinates will perform significantly better when even more commonly used transformational leadership strategies are used.

2.2 Empirical Review

Mburu et al. (2024) examined how millennial workforce engagement in compliant international NGOs in Kenya was impacted by transformational leadership. By examining the individual and collective contributions of each transformational leadership component to their involvement, the research's primary goal was to

examine the topic of Millennial Workforce participation in Kenya's INGO sector as a leadership issue. Using a positivist correlational research methodology, the study concentrated on Millennial employees in non-governmental organizations with headquarters in Nairobi, especially those with a global presence. A sample of 32 Millennials chosen through purposive selection were used to survey 384 of the 251 registered INGOs, yielding 230 responses. The multifactor leadership questionnaire and the Utrecht work engagement scale were employed in the data collection procedure. The Statistical Package for the Social Sciences was utilized to test hypotheses through regression analysis. Despite being the most highly regarded leadership tactic, this study discovered that inspirational motivation had the least ability to explain millennial workforce engagement. On the other hand, personalized attention received a lower score but ranked second in terms of explanatory power, while intellectual stimulation received the highest ranking. The impact sizes of transformative leadership's individual components were not statistically significant, despite the fact that it was a strong predictor of engagement overall.

Gachira and Ntara (2023) examined how transformational leadership affected the organizational performance of the top 100 SMEs. This study's primary goal was to find out how transformational leadership impacted the performance of SMEs in Nairobi. A descriptive survey design was used in this study, which focused on ten SMEs selected as category winners in the KPMG top 100 SMEs in Kenya for 2022. Data was gathered using structured questionnaires, both online and with research assistants. The analysis was carried out using SPSS version 20.0 and included both descriptive and inferential statistics. The results showed a favorable correlation between these leadership traits and SME success. The importance of creativity, role modeling, trust, and team inspiration was highlighted by the significant effects of intellectual stimulation, idealized influence, and inspiring motivation on performance. Individualized consideration also enhanced performance by attending to each employee's needs.

Hakro et al. (2022) evaluated the effect of transformational leadership on worker performance using a pilot study-based scale validation. The aim of this study was to use a pilot study to evaluate scale validity. The primary data for the instrument consisted of five relevant answers derived from closed-ended questions. The target

population was given 100 instruments in total using the basic random sampling technique, which they subsequently returned for data interpretation and analysis. To analyze and interpret the data, SPSS and PLS-SEM were employed. Employee performance was found to be significantly improved by idealized influence, intellectual stimulation, inspirational motivation, and individual consideration. The study's conclusion was that employee performance was significantly impacted by transformational leadership.

Beauty and Aigbogun (2022) used Turnall Holdings LTD, Harare, as a case study to examine how leadership styles affect worker performance. The research findings delved into the ways in which transformational, transactional, and laissez-faire leadership philosophies influence the work performance of employees. The study's statistical population consisted of 255 employees, of whom 156 were selected via stratified random sampling. This research employed a quantitative method, specifically a descriptive survey research design, using a structured questionnaire with closed-ended questions. The Statistical Package for Social Sciences (SPSS), version 23.0, was utilized for data analysis. The analysis encompassed demographic analysis, regression, descriptive analysis, and reliability testing (Cronbach's Alpha). Both descriptive and inferential statistical methods were applied to the data. The study's findings revealed a strong, positive correlation between transformational and laissez-faire leadership approaches and employee performance. On the other hand, transactional leadership was found to have a negative impact. Consequently, the study suggests that for optimal performance improvement, leaders should adopt a transformational style, complemented by laissez-faire characteristics.

Magasi (2021) investigated the effect of transformative leadership on worker performance from the perspective of employee empowerment. The study used an employee empowerment strategy to examine the effects of transformational leadership on worker performance. A sample of 325 banking industry employees was surveyed using a self-administered, standardized questionnaire. Multiple linear regressions were used in the study to examine the relationship between individual attention and intellectual stimulation and the performance of banking industry employees. The Statistical Package for Social Sciences was utilized to analyze quantitative data. Using the purposive sample approach, twelve workers from twelve

different banks were selected and subjected to in-depth interviews. The qualitative information gathered from in-depth interviews was examined using theme analysis to support the quantitative conclusions. According to the study's findings, intellectual stimulation and individualized attention were favorably connected with employees' performance in the banking sector. That relationship was strengthened by successful employee empowerment and the creation of an environment that encourages learning, creativity, and innovation.

Alsayed et al. (2020) utilized the University of Jordan as a case study to investigate how transformational leadership affects organizational performance. Examining the impact of transformative leadership on the organizational performance of the University of Jordan was the primary goal of this study. A questionnaire was distributed to 280 administrative staff members at the University of Jordan. The data was examined using SPSS software. Data from respondents was examined using descriptive analysis. Multiple regression analysis was used to determine if the four elements of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and customized consideration—had a meaningful impact on organizational performance. The results demonstrated that transformational leadership, in addition to offering intellectual stimulation and idealistic influence, had a major impact on organizational performance. However, the respondents' evaluations showed that motivated motivation and personalized attention had no discernible impact on organizational performance.

Top et al. (2020) investigated the impact of transformative leadership on worker performance. The study's primary goal was to ascertain how transformational leadership affected workers' performance in Iraq's Kurdistan region. In order to do this, correlation analysis was used to gather 252 statistics from the Kurdish cities of Sulaymaniyah and Erbil. According to this study, staff performance and transformative leaders are positively correlated. Employee performance is also significantly impacted by personalized attention and motivational encouragement. It was recommended that local managers encourage and provide each employee individualized attention in order to improve performance.

Udovita (2020) carried out a conceptual analysis of how leadership style impacts employee performance. This study examined the theorized relationship between managers' leadership ideologies and their subordinates' productivity. The study is organized like a concept paper with a discussion of empirical discoveries, and the main research technique was a comprehensive literature review. Theoretical analysis in this study showed that a transformational leadership style improves employee performance. However, the performance of employees was not significantly impacted by the transactional leadership style. A key element of a transactional leadership style, which emphasizes authority and ability to direct followers, was a "reward and penalty" system.

Baig et al. (2019) looked at how leadership styles affected workers' performance and how positive psychological capital acted as a moderator. The study's goals were to identify the leadership style that best enhances worker performance in the workplace and evaluate the impact of three distinct leadership philosophies—transformational, laissez-faire, and transactional—on worker performance in Pakistan's textile sector. The study adjusted for positive psychological capital and examined the association between leadership styles and employee performance. Data were collected from managers at the lowest to medium levels of the textile sector using a quantitative research approach. The study's findings showed that laissez-faire leadership had a substantial but detrimental effect on workers' performance; however, the moderating effect of psychological capital made this relationship adversely significant. Transformational leadership has a major influence on employee performance. Additionally, transactional leadership had a minor effect on worker performance by serving as a moderator and providing psychological capital; this relationship had become favorably important.

Hoxha (2019) investigated the effects of transactional and transformational leadership styles on employee performance. Examining the effects of leadership philosophies observed in the Malaysian context was the primary goal of this study. Using regression analysis, the researcher examined the degree of association between the independent variables—transformational and transactional leadership—and the dependent variable, employee performance. Overall, it was shown that, as the researcher had predicted, the transformational leadership style was more likely to

predict better employee performance than the transactional leadership style. Finally, it was hoped that this study would encourage more investigation on leadership ideologies that may influence employee performance as well as other unrelated factors.

Aun et al. (2019) investigated how leadership styles affect employees' performance in a study of Seven-Up Plc. The study sought to determine how much a transformational leadership style affects employee commitment and how much a participative leadership style affects productivity. The study, which involved 1126 workers at the 7-Up Plc Oluyole Plant in Ibadan, using a survey research methodology. Using the method developed by Krejcie and Morgan (1970), a sample size of 286 was established. The hypotheses were assessed at the 0.05 alpha level of significance using the Ordinary Least Square (OLS) regression technique. According to the study, employees' performance was significantly and favorably impacted by leadership styles. This implies that workers' commitment and productivity were positively impacted by effective leadership, namely participatory and transformational approaches.

Otieno and Njoroge (2019) examined how leadership styles affected worker performance using the Technical University of Kenya as a case study. The study's main goal was to determine how employee performance was impacted by leadership styles. To maintain impartiality and minimize biases, 185 respondents were selected using a stratified random selection approach from the Technical University of Kenya's administrative, technical, teaching, and support staff. A questionnaire and a descriptive research design were used to collect primary data from the respondents. In order to develop indices that would verify and validate the proposed link between the independent and dependent variables, the data was examined using SPSS. Descriptive and inferential statistical techniques were used to analyze the data. According to the data, transformational leadership was most commonly used at TUK, while transactional, laissez-faire, and authoritarian leadership were the least common. The employee's performance was above average.

Hussain et al. (2019) examined how organizational commitment acted as a mediator between transformational leadership and worker job performance in Pakistan's

logistics industry. This study investigated how employee job performance under transformational leadership was impacted by organizational commitment in Pakistan's logistics sector. A self-administered questionnaire was utilized to collect data from the employees of the logistic sectors main office in Islamabad through the use of purposeful sampling. 210 of the 280 self-administered surveys that were distributed to employees in the logistics sector in Pakistan were returned, representing a 75% response rate. The data was analyzed using structural equation modeling (SEM). Transformational leadership has a considerable impact on employee job performance, both directly and indirectly, through organizational commitment, according to the study's findings.

Mohamed et al. (2018) looked into how leadership philosophies affected Somali National Civil Service Commission employees' performance. The study's main goal was to investigate the relationship between leadership styles and worker performance at the Somali National Civil Service Commission. Assessing the effects of servant leadership, transactional leadership, laissez-faire leadership, and transformational leadership on employee performance at the Somali National Civil Service Commission was one of the main goals. The study employed a descriptive research approach with a sample size of 44 respondents and a target population of 50 respondents. Closed questionnaires served as the data collection tool, and stratified and random sampling procedures were employed to gather both primary and secondary data. The Statistical Package for Social Science (SPSS) software was then used to show the data in the form of tables, frequencies, means, and standard deviations after it had undergone both quantitative and qualitative analysis. Mean scores, standard deviation, frequencies, and percentages were used to analyze the data, which was then presented in tables. In the Somali National Civil Service Commission, it was discovered that the following leadership philosophies significantly influenced employee performance: transformational leadership, transactional leadership, laissez-faire leadership, and servant leadership.

Raveendran and Gamage (2018) reviewed the literature to investigate how leadership styles affect worker performance. The study examined the existing empirical data about the relative effects of transformational and transactional leadership styles on the task, contextual, and creative performance of followers. Empirical results related to

the research variables are analyzed based on the literature. Research has consistently demonstrated that both transformational and transactional leadership styles positively affect employee performance. In conclusion, both transformational and transactional leadership styles have an impact on how employees perceive their leaders, how well they perform at work, and how productive the organization is. Numerous studies have shown that leaders who blend transformational and transactional leadership styles are viewed as more successful.

Dialoke and Ogbu (2018) looked into the staff performance and transformational leadership of a few private secondary schools in Rivers State. This study looked into the relationship between worker performance and transformative leadership in a few private secondary schools in Rivers State. A cross-sectional survey design is used in the investigation. The target population includes nine private secondary schools, according to the West African Examination Council (2016). 750 employees were surveyed. The sample size, according to Krejcie and Morgan, is 254 (1970). Data is gathered using questionnaires. Face validity as well as content validity were used. The reliability of the instrument was assessed using the Cronbach alpha test. Spearman's Rank Order Correlation Coefficient (ρ) was used to test the hypotheses using the statistical software for social sciences (20.0). According to the study's findings, transformative leadership and employee performance were significantly positively correlated. According to the study's conclusions, transformational leadership enhances employee performance in Rivers State when assessed in terms of individual care, intellectual stimulation, inspirational motivation, and idealized influence.

Jiang et al. (2017) examined how corporate citizenship behavior acted as a mediator in the relationship between transformative leadership and long-term employee performance. Determining the degree to which transformational leadership influences workers' long-term performance and the role that corporate citizenship behavior plays as a mediator were the primary goals of the study. A total of 389 contractor questionnaires were collected, and the data was analyzed using structural equation modeling. The findings demonstrated that transformative leadership improved workers' long-term performance. Additionally, nearly half of that damage was mitigated by their organizational citizenship behavior.

Pratama (2016) examined how culture moderates the impact of transformative leadership on employee performance as measured by job satisfaction. The study's main objective was to investigate the direct and indirect effects of transformational leadership style on workers' job performance, with organizational culture serving as a moderator and work satisfaction as a mediator. This study was conducted via a survey. Both primary and secondary data were used in this investigation. Primary data was gathered through questionnaires and both official and informal interviews. Because of the sample size of 320, descriptive statistics, validity reliability analysis, and structural equation modeling analysis were used. The study discovered that transformational leadership significantly improved workers' job performance in a few Indonesian educational institutions, mediated by workplace contentment and influenced by culture. The most crucial element in reaching job satisfaction objectives was a transformative leadership style. This study addressed a recognized need to understand how culture, job happiness, and transformational leadership affect workers' job performance.

Orabi (2016) evaluated the effect of a transformational leadership style on the performance of a company using data from Jordan. This study aimed to investigate how organizational performance in three Jordanian banks was impacted by transformational leadership and its four component elements: idealized influence, intellectual stimulation, inspiring drive, and individual concern. In all, 249 surveys were sent out, 213 of which were returned and 171 of which were usable. The data were analyzed using multiple regression analysis. The results demonstrated that transformational leadership and three of its elements—inspiring motivation, intellectual stimulation, and individual consideration—had a substantial favorable impact on organizational performance, even when idealized influence was not a significant factor in the outcome.

Al-Harthy and Yusof (2015) examined the mediating role of training in the relationship between transformational leadership style and worker job performance. By exposing qualified graduates to the Omani construction industry, the study's primary goal was to ascertain how transformational leadership affected workers' job performance. Additionally, it looked at how employee training experience mediated the relationship between transformational style and worker performance in Omani

technological schools. 175 construction workers from Oman's technical institutes made up the study's sample. Questionnaires were used to collect data in order to meet the goal of this study. Smart PLS was used to analyze the data. Staff training and the prediction of transformational leadership style were shown to be significantly correlated by the study. Additionally, there was a favorable correlation between employee work performance and training. The study's empirical findings showed that the association between transformational leadership style and employee job performance was mediated by employee training.

Table 1

Summary of Empirical Review

S.N.	Author (s)	Objectives	Dep./Indep.	Methodology	Major Findings
1	Mburu et al. (2024)	The primary goal of the research was to explore the participation of the Millennial workforce in Kenya's INGO sector.	Dep. variable = Workforce engagement Indep. Variables = Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration	The Statistical Package for the Social Sciences was utilized to test hypotheses through regression analysis	This study discovered that inspirational motivation had the least ability to explain millennial workforce engagement. On the other hand, personalized attention received a lower score but ranked second in terms of explanatory power, while intellectual stimulation received the highest ranking. The impact sizes of transformative leadership's individual components were not statistically significant, despite the fact that it was a strong predictor of engagement overall.
2	Gachira and Ntara (2023)	This study's primary goal was to find out how transformational leadership impacted the performance of SMEs in Nairobi	Dep. variable = Employee Performance Indep. Variables = Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration	The analysis was carried out using SPSS version 20.0 and included both descriptive and inferential statistics	The results showed a favorable correlation between these leadership traits and SME success. The importance of creativity, role modeling, trust, and team inspiration was highlighted by the significant effects of intellectual stimulation, idealized influence, and inspiring motivation on performance.
3	Hakro et al. (2022)	The aim of this study was to use a pilot study to evaluate scale	Dep. variable = Employee Performance Indep. Variables	To analyze and interpret the data, SPSS and	Employee performance was found to be significantly improved by idealized influence, intellectual

		validity	= Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration	PLS-SEM were employed	stimulation, inspirational motivation, and individual consideration. The study's conclusion was that employee performance was significantly impacted by transformational leadership.
4	Beauty and Aigbogun (2022)	This research presented the findings of an investigation into the ways in which various leadership ideologies impact employees' performance.	Dep. variable = Employee Performance Indep. Variables = Transformational, transactional, laissez-faire and autocratic leadership.	Both descriptive and inferential statistical methods were applied to the data	The study's findings revealed a strong, positive correlation between transformational and laissez-faire leadership approaches and employee performance. On the other hand, transactional leadership was found to have a negative impact. Consequently, the study suggests that for optimal performance improvement, leaders should adopt a transformational style, complemented by laissez-faire characteristics.
5	Magasi (2021)	The study used an employee empowerment strategy to examine the effects of transformational leadership on worker performance	Dep. variable = Employee Performance Indep. Variables = Intellectual stimulation and individualized consideration	To determine the link between the variables, multiple linear regressions are used.	According to the study's findings, intellectual stimulation and individualized attention were favorably connected with employees' performance in the banking sector. That relationship was strengthened by successful employee empowerment and the creation of an environment that encourages learning, creativity, and innovation.
6	Alsayyed et al. (2020)	Examining the impact of transformative leadership on the organizational performance of the University of Jordan was the primary goal of this study	Dep. variable = Organizational Performance Indep. Variables = Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration	Multiple regression analysis was used to determine the variables	The results demonstrated that transformational leadership, in addition to offering intellectual stimulation and idealistic influence, had a major impact on organizational performance. However, the respondents' evaluations showed that motivated motivation and personalized attention had no discernible impact on organizational performance.
7	Top, Abdullah	The study's primary goal	Dep. variable = Employee	In order to do this,	According to this study, staff performance and

	and Faraj (2020)	was to ascertain how transformational leadership affected workers' performance in Iraq's Kurdistan region	Performance Indep. Variables = Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration	correlation analysis was used to gather 252 statistics from the Kurdish cities of Sulaymaniya h and Erbil	transformational leaders are positively correlated. Employee performance is also significantly impacted by personalized attention and motivational encouragement. It was recommended that local managers encourage and provide each employee individualized attention in order to improve performance.
8	Udovita (2020).	This study examined the theorized relationship between managers' leadership ideologies and their subordinates' productivity	Dep. variable = Employee Performance Indep. Variables = Transformational and transactional	The study is organized like a concept paper with a discussion of empirical discoveries, and the main research technique was a comprehensive literature review	This study showed that a transformational leadership style improves employee performance. However, the performance of employees was not significantly impacted by the transactional leadership style. A key element of a transactional leadership style, which emphasizes authority and ability to direct followers, was a "reward and penalty" system.
9	Baig et al. (2019)	The study's goals were to identify the leadership style that best enhances worker performance in the workplace in Pakistan's textile sector	Dep. variable = Employee Performance Indep. Variables = Laissez-faire leadership, Transformational leadership, Transactional leadership.	Data were collected from managers at the lowest to medium levels of the textile sector using a quantitative research approach	The study's findings showed that laissez-faire leadership had a substantial but detrimental effect on workers' performance; however, the moderating effect of psychological capital made this relationship adversely significant. Transformational leadership has a major influence on employee performance.
10	Hoxha (2019)	Examining the effects of leadership philosophies observed in the Malaysian context was the primary goal of this study	Dep. variable = Employee Performance Indep. Variables = Transformational and transactional leadership.	Using regression analysis, the researcher examined the degree of association between the independent variables and dependent variable	Overall, it was shown that, as the researcher had predicted, the transformational leadership style was more likely to predict better employee performance than the transactional leadership style. Finally, it was hoped that this study would encourage more investigation on leadership ideologies that may

11	Aun et al. (2019)	The study sought to determine how much a transformational leadership style affects employee commitment and how much a participative leadership style affects productivity	Dep. variable = Employee Performance Indep. Variables = Participative styles and transformational.	The hypotheses were assessed at the 0.05 alpha level of significance using the Ordinary Least Square (OLS) regression technique	influence employee performance as well as other unrelated factors. According to the study, employees' performance was significantly and favorably impacted by leadership styles. This implies that workers' commitment and productivity were positively impacted by effective leadership, namely participatory and transformational approaches.
12	Otieno and Njoroge (2019)	The study's main goal was to determine how employee performance was impacted by leadership styles.	Dep. variable = Employee Performance Indep. Variables = Transformational, transactional, laissez-faire and autocratic leadership.	Descriptive and inferential statistical techniques were used to analyze the data	According to the data, transformational leadership was most commonly used at TUK, while transactional, laissez-faire, and authoritarian leadership were the least common. The employee's performance was above average.
13	Hussain et al. (2019)	This study investigated how employee job performance under transformational leadership was impacted by organizational commitment in Pakistan's logistics sector	Dep. variable = Employee Performance Indep. Variables = Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration	The data was analyzed using structural equation modeling (SEM)	Transformational leadership had a considerable impact on employee job performance, both directly and indirectly, through organizational commitment, according to the study's findings.
14	Mohamed et al. (2018)	The study's main goal was to investigate the relationship between leadership styles and worker performance at the Somali National Civil Service Commission	Dep. variable = Employee Performance Indep. Variables = Transformational, transactional and participative leadership.	Mean scores, standard deviation, frequencies, and percentages were used to analyze the data, which was then presented in tables	In the Somali National Civil Service Commission, it was discovered that the following leadership philosophies significantly influenced employee performance: transformational leadership, transactional leadership, laissez-faire leadership, and servant leadership.
15	Raveendra and Gamage	The study examined the existing	Dep. variable = Employee Performance	Multiple linear regression is	Research has consistently demonstrated that both transformational and

	(2018)	empirical data about the relative effects of transformational and transactional leadership styles on the task, contextual, and creative performance of followers	Indep. Variables = Transformational and transactional leadership.	the analysis method employed in this quantitative investigation.	transactional leadership styles positively affect employee performance. In conclusion, both transformational and transactional leadership styles have an impact on how employees perceive their leaders, how well they perform at work, and how productive the organization was.
16	Dialoke and Ogbu (2018).	This study looked into the relationship between worker performance and transformative leadership in a few private secondary schools in Rivers State	Dep. variable = Employee Performance Indep. Variables = Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration	Rank Order Correlation Coefficient (rho) was used to test the hypotheses using the statistical software for social sciences (20.0)	According to the study's findings, transformative leadership and employee performance were significantly positively correlated. According to the study's conclusions, transformational leadership enhances employee performance in Rivers State when assessed in terms of individual care, intellectual stimulation, inspirational motivation, and idealized influence
17	Jiang, Zhao and Ni (2017)	Organizational citizenship conduct has a mediating role in the relationship between transformative leadership and long-term employee success.	Dep. variable = Sustainable Performance Indep. Variables = Transformational leadership style and organizational citizenship behaviour.	A total of 389 contractor questionnaires were collected, and the data was analyzed using structural equation modeling	The findings demonstrated that transformative leadership improved workers' long-term performance. Additionally, nearly half of that damage was mitigated by their organizational citizenship behavior.
18	Pratama (2016)	The study's main objective was to investigate the direct and indirect effects of transformational leadership style on workers' job performance	Dep. variable = Employee Performance Indep. Variables = Transformational leadership style, organizational culture and work satisfaction.	Descriptive Because of the sample size of 320, descriptive statistics, validity reliability analysis, and structural equation modeling analysis were used	The study discovered that transformational leadership significantly improved workers' job performance in a few Indonesian educational institutions, mediated by workplace contentment and influenced by culture. The most crucial element in reaching job satisfaction objectives was a transformative leadership style.
19	Orabi	The intent of	Dep. variable =	The data	The results demonstrated

	(2016)	this study was to investigate transformational leadership's function and its impact on organizational performance.	Employee Performance Indep. Variables = Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration	were analyzed using multiple regression analysis	that transformational leadership and three of its elements—inspiring motivation, intellectual stimulation, and individual consideration—had a substantial favorable impact on organizational performance, even when idealized influence was not a significant factor in the outcome.
20	Al-Harthy and Yusof (2015)	The main objective of the study was to determine the impact of transformational leadership on workers' job performance	Dep. variable = Employee Performance Indep. Variables = Transformational leadership style and training experience.	Questionnaires were used to collect data in order to meet the goal of this study. Smart PLS was used to analyze the data	Staff training and the prediction of transformational leadership style were shown to be significantly correlated by the study. Additionally, there was a favorable correlation between employee work performance and training. The study's empirical findings showed that the association between transformational leadership style and employee job performance was mediated by employee training.

Source: Author's Construct

2.3 Research Gap

The main takeaway from this study is that transformational leadership styles are essential for enhancing worker performance and an organization's capacity to meet its goals. If executive directors of NGOs are able to employ certain transformational leadership styles to enhance employee performance, which leadership philosophies will be most important? Although a lot has been written on the impact of NGOs on organizational success and the influence of leadership styles on employee performance, the relationship between transformational leadership styles and their effect on employee performance has not been well established. Empirical studies on this subject are few, especially when it comes to NGOs in Nepal. The range of elements that contribute to the success of non-governmental organizations has been clarified by earlier studies on their efficacy. However, there are not many studies that focus on transformational leadership strategies in the context of non-governmental organizations and how successfully workers manage their enterprises. It is anticipated

that further details on employee performance plans, protocols, and other contributing factors will become accessible. Furthermore, the explanatory factors included in this study differ from those used in earlier research. Nonetheless, the goal of this study is to examine how these factors affect the work output of NGOs in Nepal. Thus, the vacuum has been addressed by this study.

CHAPTER - III

RESEARCH METHODOLOGY

The methodical process of solving an issue via the collection, recording, analysis, interpretation, and reporting of data on the many aspects of the phenomena under study is known as research methodology. The procedures and methods used in each stage of the inquiry are detailed in the research methodology for this publication. Research design, population and sample, sampling design, data sources and nature, data collecting tools, analytic methodology, research framework, and variable definitions are all covered in this chapter.

3.1 Research Design

In order to address basic concerns about transformational leadership style and employee performance in non-governmental organizations, this study is based on a descriptive and causal-comparative research approach. In order to examine the transformational leadership style elements that contribute to high employee job performance in non-government firms, this study employs a descriptive research approach. To determine the cause and effect of the link between transformational leadership styles and employee performance, a causal-comparative design is employed.

3.2 Population and Sample, and Sampling Design

The term population refers to the entire set of individuals, events, or objects that a researcher intends to study. In this context, the population consists of employees working in non-governmental organizations (NGOs) across Nepal. A sample represents a smaller group selected from this larger population. To collect diverse responses, survey questionnaires were manually distributed to NGO employees within the Kathmandu Valley.

Sample Size and Sampling Design

The researcher determined the sample size using a formula suitable for situations where the population size is unknown. Cochran (1977) proposed the following formula for calculating sample size under such conditions.

$$n = \frac{Z^2 p(1-p)}{e^2}$$

n = sample size, $Z=1.96$ from the normal area table, if there is population infinite then put the value of $p=0.50$, and e = error which is 5 percent so the value of e is 0.05.

$$\begin{aligned} n &= \frac{Z^2 p(1-p)}{e^2} \\ &= \frac{1.96^2 \times 0.50(1-0.50)}{0.05^2} \\ &= 384.1458821 \end{aligned}$$

So, the sample size of the study is 384.

In this study, the convenience sampling method was used to contact the sample responder. It is a good approach for students since it is quick, affordable, simple to use, and yields qualitative data. Compared to other alternative methodologies, convenience sampling data is simpler to examine. Convenience sampling refers to accessibility or convenience, and the researcher has selected the respondents to contact.

3.3 Nature and Sources of Data, and Instruments of Data Collection

Primary data is used to determine how employees in non-government organizations perceived transformational leadership and how it affected worker performance. Structured questionnaires using a 5-point Likert scale were distributed to non-governmental organization employees. By visiting their workplaces and using the Google (form) survey technique via email, website (link), and social media, the employees are given the questionnaires one-on-one.

3.4 Method of Analysis

The research makes use of a variety of statistical techniques. The statistical tools used in this write-what statistical research to assess the data findings are covered in the subsections that follow:

3.4.1 Descriptive Analysis

Mean

The arithmetic mean of a range of values or quantities is called the mean, and it is calculated by dividing the total number of values by the number of values. It makes

reference to the average that is used or analyzed to ascertain the central tendency of the data. The arithmetic mean is a popular and simple measure of central tendency. To determine it, add together all of the data points for the population and divide the sum by the number point. The average of the respondents' responses to the several variables in the Likert scale question is calculated in this study. The average response to the Likert scale question is calculated for each sample.

$$\text{Mean } (\bar{X}) = \frac{\sum X}{n}$$

Where,

$$\begin{aligned} \sum X &= \text{Value of responses of each independent or dependent variable} \\ n &= \text{No. of statements} \end{aligned}$$

Standard Deviation

The degree of variation or dispersion in a collection of data values is expressed by the standard deviation, which quantifies dispersion. One definition of variance is the positive square root of variance. Unlike variance, the standard deviation has the same units of measurement as the data, which is a useful feature. The farther the data points depart from the mean, the greater the deviation within the data set. Consequently, when data spreads, the standard deviation rises. Based on the replies on the Likert scale, the standard deviation is calculated for every sample in this study.

$$\text{Standard Deviation (S.D.)} = \sqrt{\frac{\sum (X - \bar{X})^2}{n}}$$

Where,

$$\begin{aligned} X &= \text{Value of responses of each dependent or independent variable} \\ \bar{X} &= \text{Mean value of responses of each dependent or independent variable} \\ n &= \text{No. of responses} \end{aligned}$$

3.4.2 Correlation Analysis

The correlation coefficient shows how one independent variable is related to another independent variable. It is a method for determining the relationship between these two variables. When the two variables have a strong relationship—that is, when changes in the value of the independent variable also impact the value of the dependent variable—there is a correlation coefficient. For each sample in this study,

correlation is calculated for replies on a Likert scale to ascertain the strength of the association between independent and dependent variables.

$$\text{Correlation Coefficient (r)} = \frac{n\Sigma XY - \Sigma X\Sigma Y}{\sqrt{n\Sigma X^2 - (\Sigma X)^2} \sqrt{n\Sigma Y^2 - (\Sigma Y)^2}}$$

Where,

X = Value of independent variable

Y = Value of dependent variable

n = Number of responses

3.4.3 Regression Analysis

Regression analysis is one statistical method used to evaluate the degree of a relationship between one or more independent variables and one or more dependent variables. It includes a variety of techniques for simulating and analyzing several variables to ascertain their relationships. Regression analysis is used in this study to determine the direction of the relationship between the independent and dependent variables for each sample based on responses on a Likert scale. The transformational leadership style implemented by Orabi (2016), Dialoke and Ogbu (2018), and Hussain et al. (2019) included idealized influence, intellectual stimulation, inspiring motivation, individual concern, and the dependent variable, which is employee performance. In this study, the following model is built based on the literature mentioned above.

$$EP = \beta_0 + \beta_1II + \beta_2IM + \beta_3IS + \beta_4IC + \varepsilon$$

Where,

EP= Employee Performance

II = Idealized Influence

IM = Inspirational Motivation

IS = Intellectual Stimulation

IC = Individual Consideration

β_0 = The intercept (constant)

$\beta_1, \beta_2, \beta_3, \beta_4$ = The slope which represents the degree with which employee performance changes as the independent variable changes by one unit variable.

ε = Error term.

3.5 Research Framework and Definition of the Variables

A conceptual framework is a presentation that shows the characteristics or properties that the researcher wants to look into, or the predicted relationship between variables. The main objective of this research is to examine the impact of transformational leadership on the performance of employees in non-governmental organizations. As was previously mentioned in the pertinent study review sections, employee performance is a dependent variable that transformational leadership style may have an influence on. Idealized influence, motivating inspiration, intellectual stimulation, and personal care are some of these elements. The four elements of transformational leadership style have been used to the analysis of NGOs in Nepal in the earlier studies by Orabi (2016), Dialoke and Ogbu (2018), and Hussain et al. (2019). Therefore, in terms of the variables covered, the conceptual model that follows is structured to describe the primary emphasis and scope of this investigation.

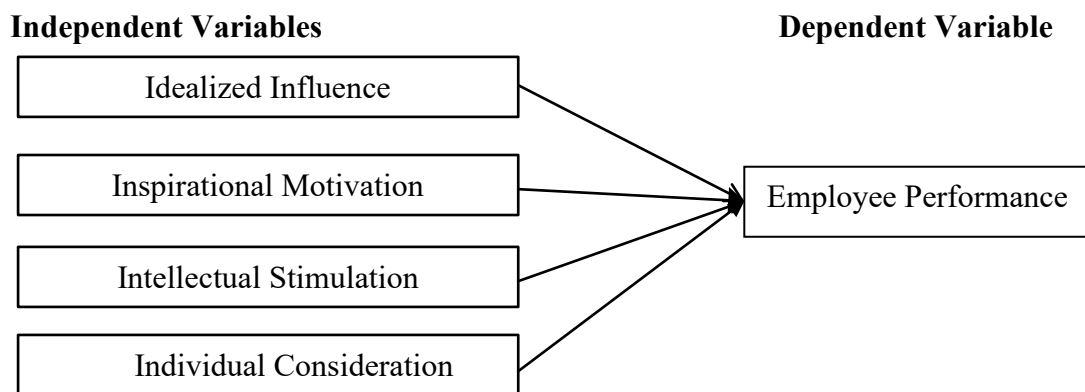


Figure 1. Research Framework

Source: Orabi (2016); Dialoke and Ogbu (2018) and Hussain et al. (2019)

Independent Variables

Four components make up the independent variable in this study, which looks at how transformational leadership affects staff performance in non-governmental organizations: idealized influence, inspiring motivation, intellectual stimulation, and individual concern.

Idealized Influence

Transformational leaders are able to set an example for those who follow them by their deeds. The leaders are revered, respected, and trusted. Followers relate to leaders

and want to be like them because they believe that they are strong, persistent, and determined. Thus, idealized influence consists of two parts: the leader's behavior and the traits that followers and other associates attribute to the leader. Theoretically, the presence or absence of the supervisor might affect the employees' performance in either a positive or bad way. Orabi (2016) came to the conclusion that the beneficial impact of idealized influence on organizational performance was negligible. Dialoke and Ogbu (2018) discovered a strong positive correlation between employee performance and idealized influence. The following theory is established in light of the theoretical framework and empirical data:

Inspirational Motivation

This trait may have a favorable or bad effect on the employee's performance. When transformational leaders, managers, or bosses operate in a way that inspires and motivates those around them by providing their subordinates' job with a sense of purpose and challenge, it is one of the main things that prevents employees from doing effectively. A feeling of solidarity prevails. Enthusiasm and optimism are apparent. In order to demonstrate their commitment to the shared vision and objectives, leaders develop and communicate expectations that followers want to fulfill and engage their followers in envisioning ideal future states. Orabi (2016) discovered that the beneficial impact of inspiring motivation on organizational performance was negligible. According to Dialoke and Ogbu (2018), employee performance and inspiring motivation were significantly positively correlated. This study formulates the following hypothesis in light of these studies:

Intellectual Stimulation

This characteristic may have a favorable or negative effect on the employee's performance. To encourage their followers to be innovative and creative, transformational leaders question assumptions, reinterpret problems, and approach well-known situations from a different angle. Being creative is encouraged. Individual members' mistakes are not openly condemned. Followers actively participate in problem-solving and solution-finding, and they are encouraged to provide new ideas and creative solutions to challenges. Theoretically, it might be positively or negatively correlated with the dependent variable. According to Orabi (2016), intellectual stimulation significantly improved organizational performance. According to Dialoke

and Ogbu (2018), employee performance was significantly positively correlated with intellectual stimulation. The following hypothesis is formulated in light of the theory and the vast majority of previous empirical evidence:

Individualized Consideration

Being a coach or mentor to each follower and paying particular attention to their needs for development and success is one of the most important parts of being a transformational leader, manager, or boss. Followers and colleagues are nurtured to reach ever-higher potential. Individualized attention is used when new learning opportunities and a supportive atmosphere are created. Individual differences in tastes and desires are recognized. Theoretically, it might potentially be positively or negatively related to the dependent variable. Individualized attention has a negligible beneficial impact on organizational performance, according to Orabi (2016). Additionally, Dialoke and Ogbu (2018) came to the conclusion that employee performance was significantly positively correlated with individual consideration. This study formulates the following hypothesis in light of these studies:

Dependent Variable

The study's dependent variable is each employee's performance level. According to established criteria, employee performance is the successful completion of tasks by staff members while making efficient use of available resources in a dynamic work environment.

Employee Performance

According to Orabi (2016), employee performance is defined as fulfilling the goals, standards, or results that the business has established. This reasoning leads to the research's definition of employee performance as the amount of effort a person puts forth while completing the tasks assigned to them. A supervisor could also view it as a gauge of how successfully an employee performs the task that is given to them each day. Employees determine the growth and direction of every corporate organization, according to Dialoke and Ogbu (2018). However, an employee must have fulfilled the requirements needed to achieve the company's goals in order to be deemed performing.

CHAPTER - IV

RESULTS AND DISCUSSION

As the researcher discussed in the previous chapters, the main objective of this study is to assess how transformational leadership styles affect employee performance in non-government firms. Therefore, the analysis and findings of the conversation are covered in this chapter, which is broken up into three pieces. In the first section, the study's variables' demographic profile, descriptive, and correlation analyses were presented. In the second phase, the linear regression model's assumptions were met, and in the third portion, the regression's findings were displayed. Data analysis techniques were used to calculate the ratio of the chosen dependent and independent variables and the ratio scale measurement for further statistical analysis. The statistical program SPSS version 26 was used to help analyze the data that was gathered.

4.1 Results

4.1.1 Demographic Profile of Respondents

This section displays the overall and demographic data. Descriptive statistics were used to assess the demographic data, which was displayed as a percentage, mean, and standard deviation. The findings of the analysis, which included gender, age, educational background, professional experience, and current position within the company, are shown below.

Table 2

Gender Specification

Options	No. of Respondents	Response (percent)
Male	227	59.11
Female	157	40.89
Total	384	100

Source: Opinion Survey, 2025

Table 2 displays the employee respondents by gender. 384 respondents' data were gathered and examined for this study. Male respondents make up the majority of non-governmental groups, as seen by the 59.11 percent of replies from male respondents out of all respondents. Out of the 384 respondents, men provide the majority of the responses compared to women. Regarding transformational leadership style and its

effect on employee performance in non-governmental organizations, however, 40.89 percent of respondents were female. According to these findings, men are more likely than women to work for non-governmental organizations. Non-governmental organizations are able to identify both male and female respondents as the primary survey participants in this setting.

Table 3

Age Description of Respondents

Options	No. of Respondents	Response (percent)
25 and Under	28	7.29
26-35	196	51.04
36-45	112	29.17
46 and above	48	12.50
Total	384	100

Source: Opinion Survey, 2025

According to Table 3, which shows the age distribution of the respondents, the majority of the respondents (51.04%) fall within the 26–35 age range. The age group of 25 and under has the lowest percentage of people working for non-governmental organizations. Nonetheless, the bulk of responders are middle-aged. Furthermore, 12.50 percent of respondents said that they were 40 years of age or older, and 29.17 percent indicated that they belonged to the 36–45 age range. According to this, the majority of non-governmental organizations' personnel are young, active, and currently employed by these organizations, among others.

Table 4

Education Level of the Respondents

Options	No. of Respondents	Response (percent)
High School	24	6.25
Bachelor	192	50.00
Masters/PHD	132	34.38
Post Graduate	36	9.38
Total	384	100

Source: Opinion Survey, 2025

The profile of respondents according to their level of education is displayed in Table 4. Of all respondents, 192 (50.00%) have a bachelor's degree, followed by 132 (34.38%) who have a master's or doctoral degree, 36 (9.38%) who have a postgraduate degree, and 24 (6.25%) who have just completed high school. The

findings imply that the majority of those surveyed were able to read and understand the questionnaires used in this study. Consequently, the participants were able to provide precise responses and exhibit their comprehension of employee performance in non-governmental companies.

Table 5

Working Experience of Respondents

Options	No. of Respondents	Response (percent)
Less than a year	0	0.00
1-2 years	52	13.54
2-3 years	21	5.47
3-6 years	66	17.19
More than 6 years	245	63.80
Total	384	100

Source: Opinion Survey, 2025

Information on the respondents' length of employment with non-governmental organizations was also provided in Table 5. 245 respondents, or 63.80% of the 384 respondents, have been employed for more than 6 years, while 66 respondents, or 17.19 percent, have been employed for more than 3-6 years. Additionally, it is discovered that 52 respondents, or 13.54 percent, have been employed for one to two years, 21 respondents, or 5.47 percent, have been employed for two to three years, and no respondent has been employed for less than a year. According to the study's findings, most employees have enough experience to carry out their duties efficiently. The results show that the respondents had a high level of experience.

Table 6

Current Position in your Organization

Options	No. of Respondents	Response (percent)
Operating Level Employees	158	41.15
Middle Level Employees/Department Manager	168	43.75
Senior Level Manager	58	15.10
Total	384	100

Source: Opinion Survey, 2025

The respondents' current positional level within the company is displayed in Table 6. About 43.75 percent of the respondents are middle-level employees or department

managers, followed by operating-level staff (41.15 percent) and senior-level managers (15.10 percent).

4.1.2 Reliability Test

The internal consistency of the variables is evaluated in this study using the composite reliability test. Internal consistency, according to Saunders et al. (2009), is the process of comparing answers to different questionnaire items. Stated differently, it assesses the degree of consistency in answers to a portion or all of the survey questions (Saunders et al., 2009). The consistency with which a test evaluates the elements it is designed to assess is known as reliability. For this questionnaire's reliability test, Cronbach's Alpha is computed. Table 7 displays the reliability test results.

Table 7

Reliability Statistic of Variables

Code	Variables	No. of Items	Cronbach's Alpha
II	Idealized Influence	4	0.930
IM	Inspirational Motivation	4	0.896
IS	Intellectual Stimulation	4	0.855
IC	Individual Consideration	4	0.809
EP	Employee Performance	4	0.915

Source: Appendix-I

The reliability statistics, or coefficient alpha, for the dependent variable, employee performance, and the independent variables, idealistic influence, inspiring motivation, intellectual stimulation, and individual consideration, are shown in Table 7. Every variable in this study had a composite reliability higher than 0.7, as the table illustrates. This satisfies Fornell and Larcker's (1981) stated criterion of 0.7. Consequently, the measurement scale employed for data collection is considered credible for additional analysis based on the Cronbach's alpha values.

4.1.3 Descriptive Analysis

The mean and standard deviation approaches are used to examine the data in this study. More respondents agree that transformational leadership styles may significantly impact employee performance, as shown by a higher mean value.

Idealized Influence

Using descriptive statistics, this section investigates how idealized influence affects worker performance in non-governmental organizations. In this study, "idealized impact" refers to four items. The variable is measured using five-point Likert scales, where 1 represents strongly disagree and 5 represents strongly agree. To observe the viewpoints of the respondents, the mean and standard deviation of the replies are computed. While the mean value shows the average state of the respondents' emotions, the standard deviation shows the departure from the average mean of the respondents. The following data shows how idealized influence affects employee performance in non-government enterprises.

Table 8

Idealized Influence

Code	Scale Items of Idealized Influence	Mean	Std. Dev.
II1	Your supervisor/leader makes others feel good to be around him / her.	3.6484	1.12129
II2	Your leader demonstrates trust in your abilities.	3.8073	1.07880
II3	You have complete faith in your supervisor.	3.8229	1.10772
II4	Your leader is ethical in the workplace.	3.9245	1.01014

Source: Appendix-II

Descriptive statistics for four distinct scale items measuring the idealistic influence of workers in non-governmental organizations are displayed in Table 8. With a mean score of 3.9245 and a standard deviation of 1.01014, II4—"Your boss is ethical in the workplace"—had the highest score of any scale item. The lowest mean, 3.6484 with SD 1.12129, was found for scale item II1, "Your supervisor/leader makes others feel good to be around him/her." Employees have trust in their supervisor and believe their boss is moral in the workplace, according to the above table.

Inspirational Motivation

Using descriptive analysis, this part investigates how inspirational motivation affects worker performance in non-governmental organizations. This study has four replies on inspiring motivation. The variable is measured using a five-point Likert scale. One indicates strong disagreement, while five indicates strong agreement. To observe the viewpoints of the respondents, the mean and standard deviation of the replies are computed. While the mean value shows the average emotional state of the respondents, the standard deviation shows the difference from the average mean of the respondents. The data below shows how employee performance in non-governmental organizations is impacted by inspiring motivation.

Table 9

Inspirational Motivation

Code	Scale Items of Inspirational Motivation	Mean	Std. Dev.
IM1	Your leader promotes teamwork among employees	3.8750	1.09115
IM2	Your supervisor helps you find meaning in your work	3.8177	1.04873
IM3	Your leader encourages two-way communication	3.9323	.97252
IM4	Your leader's behavior motivates you at work	3.7240	1.08483

Source: Appendix-II

Descriptive statistics for four distinct scale items measuring inspiring motivation among staff members in non-governmental organizations are displayed in Table 9. "Your boss fosters two-way communication" was the highest scoring item on the IM3 scale, with a mean score of 3.9323 and an SD of 0.97252. "Your leader's behavior stimulates you at work" was the scale item with the lowest mean (3.7240, SD 1.08483). It shows that workers agreed that their supervisor always fosters collaboration among staff members and supports two-way communication.

Intellectual Stimulation

Using descriptive statistics, this section illustrates how intellectual stimulation affects worker performance in non-governmental organizations. The idea of intellectual stimulation consists of four claims. This concept was measured using a Likert scale with 1 denoting "strongly disagree" and 5 denoting "strongly agree." To observe the respondents' viewpoints, the replies' mean and standard deviation were computed.

While the mean value shows the average state of the respondents' emotions, the standard deviation shows the departure from the average mean of the respondents.

Table 10

Intellectual Stimulation

Code	Scale Items of Intellectual Stimulation	Mean	Std. Dev.
IS1	Your leader allows you to take risks in your job	3.8464	1.00901
IS2	Your leader permits you to be creative in your job.	3.9453	1.05940
IS3	Your leader encourages knowledge sharing among employees.	3.7578	1.01487
IS4	Your supervisor provides others with new ways of looking at puzzling things.	3.8411	.95774

Source: Appendix-II

Descriptive data of four distinct intellectual stimulation scale items for staff members in non-governmental organizations are displayed in Table 10. IS2, "Your boss lets you to be creative in your profession," got the highest score of all the scale items, with a mean of 3.9453 and an SD of 1.05940. The lowest mean, 3.7578 with SD 1.01487, was found for scale item IS3, "Your leader supports information exchange among staff." It is possible to draw the conclusion that workers who trust their boss are more likely to be innovative and take chances at work.

Individual Consideration

The state of individual consideration is examined in this section using descriptive statistics. Four statements are included in the individual consideration section of this research. The variable is measured using a five-point Likert scale. Five indicates strong agreement, whereas one indicates extreme disagreement. To observe the viewpoints of the respondents, the mean and standard deviation of the replies are computed. While the mean value shows the average state of the respondents' emotions, the standard deviation shows the departure from the average mean of the respondents. The data below shows how employee performance in non-governmental organizations is impacted by individual consideration.

Table 11*Individual Consideration*

Code	Scale Items of Individual Consideration	Mean	Std. Dev.
IC1	Your leader delegates work to you.	3.8307	1.02705
IC2	Your leader supports you in your work	3.8490	1.02098
IC3	Your leader mentors you in the workplace.	3.8177	1.01842
IC4	Your supervisor gives personal attention to others who seem rejected	3.6250	1.15395

Source: Appendix-II

Descriptive statistics for four distinct scale items measuring workers' individual consideration in non-governmental organizations are displayed in Table 11. The IC2 item, "Your leader encourages you in your job," got the highest score of all the scale items, with a mean of 3.8490 and an SD of 1.02098. The lowest mean, 3.6250 with SD 1.15395, was found for scale item IC4, "Your boss offers particular attention to those who appear rejected." It may be inferred that workers felt their bosses helped them with their job, assigned them tasks, and guided them in the office.

Employee Performance

This section uses descriptive statistics to illustrate the state of employee performance. There are four remarks about the performance of the employees. This concept was measured using a Likert scale with 1 denoting "strongly disagree" and 5 denoting "strongly agree." To observe the respondents' viewpoints, the replies' mean and standard deviation were computed. While the mean value shows the average state of the respondents' emotions, the standard deviation shows the departure from the average mean of the respondents.

Table 12*Employee Performance*

Code	Scale Items of Employee Performance	Mean	Std. Dev.
EP1	You have become more competent in your job	3.8724	.94599
EP2	You can carry out your work well with minimal time and effort	3.9349	.93855
EP3	I take on challenging tasks when they are available	3.9063	.96766
EP4	Your productivity in the organization has improved	3.9427	.96511

Source: Appendix-II

Individual employee performance scale components were displayed in Table 12. "Your productivity in the company has improved" had the highest mean score of 3.9427 with a standard deviation of 0.96511 out of the four scale items. Then, with a mean score of 3.8724 and a standard deviation of 0.94599, the scale item "You have gotten more competent in your job" had the lowest score. According to the study's findings, workers felt that their productivity at work had increased and that they could complete tasks effectively with little time or effort. They also take on difficult assignments when they can.

4.1.4 Summary of Descriptive Analysis

By examining each variable's mean and standard deviation, the impact of transformational leadership on employee performance in NGOs is determined. The gathered data has been examined using descriptive analysis, which aids in its efficient summarization and description. Table 13 displays the findings of the descriptive analysis.

Table 13

Descriptive Analysis

Code	Study Variables	N	Mean	Std. Deviation
II	Idealized Influence	384	3.8008	.98240
IM	Inspirational Motivation	384	3.8372	.91720
IS	Intellectual Stimulation	384	3.8477	.84421
IC	Individual Consideration	384	3.7806	.84284
EP	Employee Performance	384	3.9141	.85164

Source: Appendix-II

The study's results are shown in Table 13, where the average employee performance score is 3.9141, suggesting a high mean level. It illustrates that 3.7806 to 3.8477 is the range of all elements. At 3.8477, idealistic influence, intellectual stimulation, individual concern, and inspiring motivation have the greatest mean score value when compared to the other components. Since the total value has the highest mean score (3.8477), this indicates that the main characteristic of the research is intellectual stimulation. To put it another way, it is evident that most respondents thought there was a high level of intellectual stimulation and that this variable played a significant part in that perception. The total mean scores for the elements of idealized influence, inspiring motivation, and individual consideration were 3.8008, 3.8372, and 3.7806,

respectively.

4.1.5 Correlation Analysis

Correlation analysis was done to find out how the transformational leadership research affected the performance of employees in non-government enterprises. The following tables illustrate the link between the dependent and independent variables, which include the performance rates of non-government organization personnel and other factors. In order to ascertain the link between the variables, correlation analysis was employed in this investigation. The correlation coefficient value in this investigation was calculated by the researcher using the SPSS program. The correlation study concentrated on the general association between variables and the performance of workers in non-governmental organizations.

Table 14

Correlation Matrix

	II	IM	IS	IC	EP
Idealized Influence (II)	1				
Inspirational Motivation (IM)	.722** (.000)	1			
Intellectual Stimulation (IS)	.742** (.000)	.736** (.000)	1		
Individual Consideration (IC)	.740** (.000)	.649** (.000)	.725** (.000)	1	
Employee Performance (EP)	.707** (.000)	.697** (.000)	.725** (.000)	.667** (.000)	1

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

Source: Appendix-III

Table 12 presents the findings of the correlation test for both dependent and independent variables by using a correlation coefficient matrix. The correlation coefficient between idealized influence (II) and employee performance (EP) is 0.707 and p-value is 0.000, which indicates there is +ve and significant correlation between II and EP. Similarly, the correlation coefficient between inspirational motivation and employee performance is 0.697 and p-value is 0.000 which shows that there is +ve and significant correlation between inspirational motivation and employee performance. Moreover, the correlation coefficient between intellectual stimulation and employee performance is 0.725 and p-value is 0.000, which means there is +ve and significant correlation between intellectual stimulation and employee

performance. Moreover, the correlation coefficient between individual consideration and employee performance is 0.667 and p-value is 0.000 which shows that there is +ve and significant correlation between individual consideration and employee performance of NGOs in Nepal.

4.1.6 Regression Analysis

As soon as the relationship between a dependent variable (employee performance in non-government organizations) and independent variables (individual consideration, intellectual stimulation, inspirational motivation, and idealized influence) is the main focus, a range of modeling and analysis techniques are used.

Table 15

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.788	.621	.617	.52673

a. Predictors: (Constant), IC, IM, IS, II

Source: Appendix-IV

The independent factors (idealized influence, inspiring motivation, intellectual stimulation, and individual concern) account for 62.10 percent of the variation in the dependent variable (employee performance), according to the R square of 0.621. The multiple correlation coefficient (R) in this study is 0.788, indicating a significant association between the variables under investigation. This suggests that the independent factors had a significant impact on employee performance. Regression analysis is perfectly correlated with standard error of estimate.

Table 16

Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	172.636	4	43.159	155.557	.000
Residual	105.153	379	.277		
Total	277.789	383			

a. Dependent Variable: EP

b. Predictors: (Constant), IC, IM, IS, II

Source: Appendix-IV

The findings suggest that employee performance is significantly impacted by the independent variables. This is evidenced by the F-value of 155.557 ($p = 0.000 < 0.05$), which indicates the overall model is significant.

Table 17

Regression Coefficient of Independent Variables on Employee Performance

Variables	Coefficients	t-statistics	Sig.-value
(Constant)	.696	5.119	.000
Idealized Influence (II)	.188	3.917	.000
Inspirational Motivation (IM)	.220	4.663	.000
Intellectual Stimulation (IS)	.285	5.111	.000
Individual Consideration (IC)	.149	2.874	.004

a. Dependent Variable: EP

Source: Appendix-IV

Table 15 shows the regression coefficient for idealized influence, inspirational motivation, intellectual stimulation and individual consideration, as well as the intercept value for the dependent variable of employee performance. The regression coefficient β for idealized influence is 0.188. Based on the results, an increase of 0.188 units in idealized influence leads to an increase in employee performance by one unit. The idealized influence has a p value of 0.000, indicating statistical significance at the 5 percent level. So, idealized influence has significant positive impact on employee performance. The regression coefficient β for inspirational motivation is 0.220. Based on the data, the employee performance is raised by 0.220 units with each unit alteration in inspirational motivation. Moreover, the shift shows statistical significance at the five percent significance level, with a p value of 0.000 attributed to the savings. Therefore, inspirational motivation has a significant positive impact on employee performance.

At the meantime, the beta coefficient for intellectual stimulation in regression is 0.285. These figures indicate that each one unit rise in intellectual stimulation results in a 0.285 unit increase in employee performance. At the 5 percent significance level, a p value of 0.000 for the intellectual stimulation shows they are statistically important. Hence, intellectual stimulation has significant positive effect on the employee performance. Finally, in terms of individual consideration, the regression

coefficient β equals 0.149. The employee performance shows an increase of 0.149 units with each additional individual consideration, as indicated by the data. The p value of individual consideration is 0.000, demonstrating statistical significance at the five percent level. Consequently, individual consideration has significant positive effect on employee performance in NOGs in Nepal.

4.2 Discussion

Evaluating the impact of transformational leadership styles on worker performance in non-governmental organizations is the study's main goal. This study is focusing on a number of aspects, including intellectual stimulation, individual consideration, inspiring motivation, and idealized impact. The relationship between many aspects of transformational leadership style and worker performance is also highlighted by this study. Employee performance and transformative leadership are related, according to research and earlier writing. These elements have a direct impact on employee performance, according to the study literature.

The analysis results indicate that idealized influence has a positive and significant impact on employee performance in non-governmental organizations. This aligns with the findings of Dialoke and Ogbu (2018), who also reported a significant positive relationship between idealized influence and employee performance. Similarly, Hussain et al. (2019) reported consistent results. In addition, inspirational motivation was found to have a significant positive association with employee performance, supporting the findings of Dialoke and Ogbu (2018), who observed a similar relationship. This outcome also corresponds with the findings of Hussain et al. (2019). The correlation analysis further reveals that intellectual stimulation is significantly and positively associated with employee performance at the 1% significance level. This finding supports the conclusion of Magasi (2021), who reported a similar positive relationship. It is also consistent with earlier studies by Dialoke and Ogbu (2018) and Hussain et al. (2019). Additionally, individualized consideration shows a significant positive correlation with employee performance in non-governmental organizations. This result aligns with Magasi's (2021) study, which also found a significant positive link between individualized consideration and employee performance. Similar findings were reported by Dialoke and Ogbu (2018) and Hussain et al. (2019).

The multiple regression analysis revealed that idealized influence significantly and positively affects employee performance in non-governmental organizations. This aligns with Orabi's (2016) findings, which also showed a positive relationship between idealized influence and employee performance. Similarly, the results are in agreement with those of Hussain et al. (2019). In the same way, inspirational motivation was found to have a significant positive impact on employee performance in non-governmental organizations. This outcome mirrors the findings of Orabi (2016) and is also supported by Hussain et al. (2019), who reported similar results regarding the influence of inspirational motivation. Intellectual stimulation also has a significant positive effect on employee performance in non-governmental organizations. This finding supports the results of Magasi (2021), who observed a similar impact, and is in line with previous studies by Orabi (2016) and Hussain et al. (2019). Likewise, individual consideration was found to significantly and positively influence employee performance in non-governmental organizations. This outcome is consistent with the findings of Magasi (2021) and aligns with earlier research by Orabi (2016) and Hussain et al. (2019), both of which highlighted the positive effect of individual consideration on employee performance.

CHAPTER – V

SUMMARY AND CONCLUSION

5.1 Summary

Transformational leadership is a new style of leadership in which the leader works with employees to determine what needs to change, then creates a compelling vision to motivate the change and enlists committed team members to implement it. However, effective leaders must understand that building strong relationships with all stakeholders is the foundation of every organizational initiative. High-quality connections built on mutual respect and trust are the most important aspects affecting an organization's effectiveness. Since the quality of interactions among employees at all levels of an organization determined its ability to function, it was imperative to address the concept of individual performance. Employee performance is the most important consideration in firms. In the absence of optimal performance, goals and objectives may not be achieved. The relationship between organizational culture and employee outcomes may be accelerated by effective leadership, which could create a more positive work environment and improve employee job performance.

The study's primary goal is to find out how transformational leadership affects non-governmental organizations' employee performance. Assessing the current state of transformational leadership in non-governmental organizations, analyzing the relationship between transformational leadership and employee performance in non-governmental organizations, and investigating the effects of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration) on employee performance in non-governmental organizations are the other specific goals of this study. The present study addresses the fundamental issues about the transformational leadership elements that affect employee performance in non-governmental organizations using a descriptive research design and a causal comparative research design. In order to examine the transformational leadership style elements that contribute to high employee job performance in non-government firms, this study uses a descriptive research design. To determine the cause and effect of the relationship between transformational leadership styles and employee performance, a causal-comparative design is employed. Employees of non-governmental organizations make up the survey's

population. Nonetheless, 384 employees make up the study's sample size. In this study, the convenience sampling method was used to contact the sample responder. It is a good approach for students because it is quick, affordable, simple to use, and yields qualitative data. SPSS version 26 is used in this study to apply multiple regressions, correlation analysis, and descriptive analysis. Employee performance served as the dependent variable in this study, while the explanatory variables included idealized influence, intellectual stimulation, inspiring motivation, and individual consideration.

Based to this survey, employees feel their performance is high and agree that intellectual stimulation and inspiring motivation have a significant impact on it. According to the correlation research, employee performance is significantly positively correlated with idealized influence and inspiring motivation. In addition, there is a strong positive correlation between employee performance and intellectual stimulation. Additionally, there is a considerable positive association between employee performance and individual consideration. Idealized influence and inspiring motivation have a considerable favorable impact on employee performance, according to multiple regression research. The performance of employees in non-governmental organizations is also significantly improved by intellectual stimulation. Furthermore, employee performance is significantly improved by personalized consideration. Thus, this study came to the conclusion that the main determinants of employee performance in non-governmental organizations are idealistic influence, inspiring motivation, intellectual stimulation, and individual consideration.

5.2 Conclusion

The study concluded that most respondents strongly agreed that intellectual stimulation significantly influences their job performance and is a dominant element among the transformational leadership components—namely idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Additionally, the majority of employees perceived that their leader fosters open, two-way communication and consistently promotes teamwork within the organization.

The correlation analysis revealed that transformational leadership styles, including idealized influence, inspirational motivation, intellectual stimulation, and individual

consideration, have a significant positive relationship with employee performance. This indicates a strong connection between transformational leadership and employee performance in NGOs.

The study concluded that idealized influence, inspirational motivation, intellectual stimulation, and individual consideration have a significant positive impact on employee performance. Thus, the transformational leadership style significantly affects employee performance in non-government organizations.

5.3 Implications

The following implications are predicated on the previous overview and conclusion;

- The findings revealed that idealized influence, inspirational motivation, intellectual stimulation, and individual consideration have the most significant positive impact on employee performance. As a result, this knowledge can assist in training managers to effectively apply these leadership styles. With the increasing demand for new leadership competencies and skills due to changes in the community, the importance of leadership development programs has become more pronounced.
- By helping managers better understand the factors influencing employee performance, this study will help them develop more effective methods for improving staff performance in their firms.
- Some of the most recent data, facts, and concerns regarding the impact of transformational leadership on worker performance in non-governmental organizations may be found in this research. Thus, this study should be useful to the management team, directors, students, and upcoming scholars.
- The basic idea and understanding of transformational leadership style and employee performance are well presented in this study. Therefore, this research may potentially be used as a source for future researchers.

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