



Transformational Leadership Style and Organizational Growth and Progress in This ICT Era: A Survey of Adamawa State Polytechnic, Yola, Nigeria

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Abstract. This study is designed to assess the impact of transformational leadership style for acceleration of organizational growth and progress using Adamawa State Polytechnic, Yola as a unit of focus. Four research questions were raised to guide the conduct of the study while the descriptive survey research design was adopted for the study. Due to the large number of staff in Adamawa State Polytechnic, Yola, The stratified random sampling method was used to select the sample population of 100 respondents comprising of all the 20 members of the expanded management, 40 academic staff and 40 non-academic staff. The questionnaire method of data collection was used as instrument for the collection of data for the study. The data collected was analysed using the mean score method of data analysis. The finding of the study revealed that transformational leadership has proven to be crucial for acceleration of organizational growth and progress especially in this ICT era. This indicated that transformational leadership style is of paramount important especially when leaders want to influence their subordinates' behaviour to achieve organizational goals, job satisfaction, and employee engagement and employee performance. The above notwithstanding, the study also revealed that there are some challenges that are encountered along the line. Based on the above, the study recommends that: there is the need to develop reward and incentive programmes and systems to enhance the motivation of subordinates to perform all necessary activities to work outside the limits of the individual's duties. There also is the need to strengthen the capacity of leaders to command and sustain loyalty of those they lead.

Keywords: Transformational Leadership Style, Adamawa State Polytechnic, Acceleration, Organizational Growth & Progress, ICT

1. Introduction

Understanding the interaction between leadership style and acceleration of organizational growth and progress is an important factor for developing organizational performance and achieving high level of employee performance in this 21st century where ICT has greatly influenced and defined the way we live. Many organizations have begun to shift away from traditional management models and now require a wide range of skills and leadership styles that can adapt to persistent environmental changes. Globalization has become has come to stat, so changes have become important for organizations to cope with competition (Bass, 2006).

The subject of leadership has been extensively studied, and leadership plays an active role in management. The first phase of the study focused on the characteristics and traits of the successful leader as well as the personal, social and physical traits that characterize him. The second stage focused on the leadership behaviour or leadership style. Many studies have attempted to determine which behaviours highlight the successful leader. The results of multiple studies have shown that there is no single characteristic of successful leadership behaviour, which indicates the urgent need to research leadership behaviours in different situations (Al-Hawary, et. al, 2011).

Transformational leadership which is seen as the leadership that helps to raise the level of achievement and self-development, while promoting the development of groups and organizations. The transformational leader in the apprentices raises a higher level of awareness of the key issues while increasing the self-confidence of the employees themselves, thus changing their goals from their care and interest to survival to higher achievement, progress and self-development (Kanungo, 2001).

Considering organizations as an entity that seeks to survive and continuing in an environment of constant change, it must explore and learn a lot about its internal and external environment so that it can adapt to it and keep pace with its course. This has made acceleration of organizational growth and progress a compulsory and not voluntary decision by organizations to help them compete and continue. It is in line with the above that this study is designed to assess the impacts of transformational leadership style for acceleration of organizational growth and progress in the ICT Era.

Transformational leaders work to bring about human and economic transformation and acceleration of organizational growth and progress. Several studies have revealed that there is important connection between transformational leadership and acceleration of organizational growth and progress. It is therefore imperative that organization should be specifically looked into to confirm the above. The question to answer in this study is what are the impacts of transformational leadership style for acceleration of organizational growth and progress?

1.1 Objective of the study

The main thrust of this study is to assess the impact of transformational leadership style for acceleration of organizational growth and progress. In specific terms, the study is designed to:

- Find out the characteristics of transformational leadership style for acceleration of organizational growth and progress in this ICT era.
- Examine the dimensions of transformational leadership style for acceleration of organizational growth and progress in the ICT era.
- Identify the effects of transformational leadership style for acceleration of organizational growth and progress in the ICT era.
- Identify the challenges facing transformational leadership style in

acceleration of organizational growth and progress in the ICT era.

1.2 Research Questions

Four research questions were raised to guide the conduct of the study. The research questions are:

- What are the characteristics of transformational leadership style for acceleration of organizational growth and progress in the ICT era?
- What are the dimensions of transformational leadership style for acceleration of organizational growth and progress in the ICT era?
- What are the effects of transformational leadership style for acceleration of organizational growth and progress in the ICT era?
- What are the challenges facing transformational leadership style in acceleration of organizational growth and progress in the ICT era?

2. Conceptualizations

2.1 Transformational Leadership

According to Robbins (2008), transformational leadership is leadership that is able to inspire subordinates to put personal interests aside for the good of the organization. Transformational leaders, inevitably, have a tremendous influence on their subordinates. Transformational leaders pay attention to the self-development needs of their subordinates, change subordinates' awareness of existing issues by helping them see old problems in new ways, and are able to provide job satisfaction and inspire subordinates to work hard to achieve common goals. According to Bass (2006), transformational leadership is leadership that can stimulate and inspire followers to achieve extraordinary results, so they can develop their own leadership. Leaders help subordinates to grow and develop to become leaders for their own territory by paying attention to the needs and empowering subordinates based on the goals of the subordinates themselves, the leader, the group, and the larger organization. Atmojo (2012) argued that a transformational leadership is leadership that nurtures with personal development needs of followers, stimulates, and inspires them to offer their best efforts in achieving organizational goals. Bass (2006) defined transformational leadership as a leader's ability to change the environment, motivation, patterns, and perceived

work values of subordinates so that they are better able to optimize performance to achieve organizational goals. This means, a transformational process occurs in leadership relationships when leaders build awareness of subordinates about the importance of work values, expand and increase needs that go beyond personal interests and encourage these changes towards common interests including organizational interests.

2.2 Dimensions of Transformational Leadership

Bass & Avolio (1994) identified four dimensions of transformational leadership: Idealized Influence, inspirational motivation, Intellectual Stimulation, and Individualized consideration. The present study adopts these dimensions as the agreed dimensions of transformational leadership in many studies. These dimensions are explained below:

(a) **Idealized Influence Dimension:** The Idealized Influence property of transformational leadership is the way the leader behaves and leads to the admiration of his subordinates, which helps him to spread the organizational vision and inspire motivation in subordinates (Avolio, Bass & Jung, 1999). According to Sušanĳ & Jakopec, (2012) idealized influence entails certain leadership behaviors such as sacrificing personal interests for the benefit of the group, high moral conduct, and subordinates see the leader as role models and reference

(b) **Individualized Consideration Dimension:** Individualized consideration linked staff priorities to the development of the organization, directing them toward organizational goals and providing opportunities for training and career development (Bass & Avolio, 1994).

(c) **Inspirational Motivation Dimension:** Inspirational Motivation sets and presents the future vision, the use of emotional influences, and show optimism and enthusiasm for action (Sušanĳ & Jakopec, 2012). The inspiring motivation of the leader inspires the organization by setting the vision of the organization and encouraging employees to adopt and pursue it by motivating employees through enthusiasm towards goals, optimism, and trust (AL-Shanti, 2016).

(d) **Intellectual Stimulation Dimension:** intellectual stimulation refers to improving an employee's ability to think in his own way about how to carry out his work assignments. Hence, intellectual stimulation is described as the ability of the individual to be rational, and his ability to think intelligently when assessing the environment, which makes him able to generate new ideas (Bass & Avolio, 1994).

2.3 Characteristics of Transformational Leadership

Stone (2005) identify the following as the characteristics of transformational leadership:

- (i) *Transformational Leadership is characterized by Charismatic Influence:* Leaders have realistic vision and mission that make employees proud of and cause them to respect and believe in. This charisma is shown from leaders' understanding and behavior toward companies' vision and mission, strong convictions, commitment as well as their consistency on every decision made by respecting the employees.
- (ii) *Transformational leadership is characterized by Individualized Consideration:* It refers to leaders who are willing to understand the individual differences of their employees. Leaders are willing to listen to employees' inspirations, educate and provide training to the employees according to their needs and wants.
- (iii) *Transformational leadership is characterized by Inspirational Motivation:* Leaders can not only apply high standards but also be able to support their employees to achieve the standards. Having this character, leaders will be able to arouse employees' high optimism and enthusiasm.
- (iv) *Transformational leadership is characterized by Intellectual Stimulation:* This characteristic will enable employees to solve their problem conscientiously and rationally. Besides that, leaders will tend to boost their employees to find effective ways in problem solving. By doing so, employees are trained to be creative and innovative.

(4) Challenges facing Transformational Leadership in Acceleration of Organizational Growth

The challenges facing transformational leadership in acceleration of organisational growth according to Al-Shanti, (2016) Bass & Riggio (2006) and Atmojo (2012) are:

- (a) **Lack of a Clear Vision for a Digital Transformation Journey:** Organizations need to

develop a clear vision of how they will meet their customers' digital needs, set objectives against that vision, and execute them as per the schedule and plan.

(b) **Lack of Policy Direction:** Failure to clearly articulate what an organization wants in digital transformation, why and what is needed may cause an organization not to digitally succeed or grow up.

(c) **Organizational Challenges:** These pertain to the obstacles that need to be overcome to move from consolidated practices and standards to new ones as complicated administrative apparatuses might want to ensure the operational business traditionally hinders innovation. As the transformation involves management, technical team and other members, some can stand on the disruptive side of digital transformation, because their responsibilities and processes might be changed.

(d) **Cultural Challenges:** Younger workers seem more open to new technologies and thus favor digital transformation, while older workers have problems in understanding the consequences of digital transformation on their job security. A successful digital transformation begins as a cultural transformation, thus when focusing on changing culture, expertise and management must understand how these changes/transformations impact the overall organization.

(e) **Technical Challenges to Lead Digitalization Initiatives and Transformation:** Initiating digital transformation requires a combination of talent and technology as it brings along its own myriad of technical challenges that need the right people on board. Challenges include the difficulties concerned with the identification of appropriate tools and supporting technologies; and lack of expertise. Digital transformation should be made by ensuring that the digital technology is maintainable and scalable; autonomous and efficient; robust; and reliable.

(f) **Shortage of Resources for Digitalization:** Shortage of resources and poor resource management planning can challenge the digital transformation process. Thus, clear analyses of the required and available resources need to be made to set the project in motion seamlessly. Transformation can only succeed in organizations if adequate resources are made available for it which includes both financial aspects as well as employees from different areas (including management) of the work.

(g) **Data Protection, Legal and Security Challenges:** Digital transformation presents challenges with respect to privacy and data protection and thus it is necessary to establish security controls that will balance data access with data protection. To comply with Intellectual Property Rights, licensing,

and privacy concerns and guarantee secure access to data, legal and security challenges need to be addressed.

3. Empirical Review

Leadership is a process of influence between leaders and subordinates in which a leader tries to influence behaviour of subordinates to achieve organizational goals (Voon, et al., 2011). By adopting an appropriate leadership style, leaders can influence to job satisfaction, commitment, and employee performance. Bass (1990) in Luthans (2006) stated that transformational leadership brings conditions towards high performance in organizations that face demands for renewal and change. Transformational leadership can improve organizational performance and image. According to Walumbwa & Hartnell (2011), Atmojo (2012), Sundi (2013) and Otto (2018), transformational leadership has a significant and positive effect on employee performance.

Voon, et al., (2011) shown that a transformational leadership style has a positive relationship with job satisfaction, while the transactional leadership style has a negative relationship with job satisfaction executives who work in the public sector in Selangor, Malaysia. This implies that transformational leadership has been considered suitable for managing government organizations. Saleem (2015); Aloinderiene & Majauskaite (2016); Al-sada, et al. (2017); and Boamahm, et al. (2017) stated that there was a positive and significant effect of transformational leadership on job satisfaction.

Elgelal & Noermijati (2014) stated that employee job satisfaction will increase, because employees feel cared it. So, there is an influence between employees and company, which is employees, will get job satisfaction and get a high performance from its employees. According to Fu & Deshpande (2013) and Yang & Hwang (2014), job satisfaction can improve to employee performance.

Transformational leadership style has a positive relationship with employee engagement. This style is desirable, inspires, and motivates employees to work towards organizational goals and leaders are able to attract the best subordinates by expressing confidence in their abilities. Zhang et al. (2014); Popli & Rizvi (2015); and Popli & Rizvi (2016) stated that transformational leadership has a direct influence and can increase employee engagement. Anitha (2013) and Alagaraja & Shuck (2015) stated that employee engagement has a positive and significant influence on employee performance.

Prabowo, et al. (2018) stated that job satisfaction fully mediates an effect between transformational leadership and employee performance. Whereas Bedarkar & Pandita's (2014) research concluded that companies must give freedom to their employees and make their work interesting, then also create an environment by a working life involved. Employee engagement must be a process of learning, improvement and action that is sustainable, then integrated in the company culture. This study places job satisfaction and employee engagement as mediating variables to investigate the indirect effect of transformational leadership on employee performance.

4. Theoretical Review

The theory of transformational leadership as introduced by Burns (1978) and subsequently developed by Bass & Avolio (1995) has attracted a lot of attention in the academic literature. Transformational leadership is a relationship such that a leader and a follower motivates each other to higher levels which led to a valuable, mutual and beneficial association for the benefits of the leader, follower and the organization. According to Bass & Riggio, (2006), there has been more empirical research on transformational leadership than in any other leadership theory. Bruce, et al. (1991) described a transformational leader as more than just a manager. Such a leader develops followers, raises their need levels and uplifted them thus promoting positive changes in individuals, groups and organizations. The general consensus among researchers (Bass, 1997; Bass & Riggio, 2006 and Jung et al., 2008) is that a transformational leader is characterized as comprising of four distinct components of behaviours: Idealized Influence – creating trust, admiration, respect and loyalty among subordinates by displaying charismatic vision and behaviours thereby achieving complete confidence of the followers. Inspirational Motivation – inspiring followers through new ideas and goals by articulating a clear and appealing vision of the future. Intellectual Stimulation – raising their subordinates' awareness concerning problems and developing their abilities to confront and solve such problems in variety of ways. Lastly, Individualized Consideration – rather than treating each follower as an employee, a transformational leader treats each subordinate as a 'whole' individual and considers the individual's talents and level of knowledge and Supporters of transformational leadership style argue that through their behaviours, these leaders create personal and professional commitments towards self-esteem and

self-actualization (Bass, 1985). By doing so, employees' intrinsic motivation is generally elevated which leads to organizational learning (García-Morales, et al., 2008). Researchers like: Calantone, et al., 2002 have recognized organizational learning as an important driver of employee creativity and firm innovation. Similarly, Lo et al. (2010) have empirically established that two dimensions of transformational leadership styles (idealized influence and intellectual stimulation) have significant effects on three dimensions of commitment to change i.e. personal goals, capacity belief and context belief. Commitment to change, on the other hand, translates into execution of new objectives and change programmes which is a major necessity for numerous organizations (Jaros, 2010). Similarly, (Bass, 1996) observed that charisma, individualized influence for subordinate development and a practice of intellectual stimulation by leaders is critical to leaders whose organizations are faced with needs for renewal and change.

5. Research Methodology

The descriptive survey research design was adopted for this study. The population for this study was made up of all management staff, lecturers and non-academic staffs in Adamawa state Polytechnic, Yola.

Due to the large number of staffs in Adamawa state Polytechnic, Yola, the researcher selected and used a sample of 100 respondents comprising of all the 20 members of the expanded management, 40 academic staff and 40 non-academic staff. The stratified Random sampling method was used to select the sample population.

The questionnaire method of data collection was used as instrument for the collection of data for the study. The choice of questionnaire for this study was because it is easy to administer, scored and interpreted. More so, it was considered one of the most suitable research instruments for obtaining the relevant data for this magnitude of study. The questionnaire consisted of 18 items. The questionnaire was developed using the modified 4-point Likert scale of Strongly Agreed (SA), Agreed (A), Disagreed (D) and Strongly Disagreed (SD). Points allotted are as follows: Strongly Agreed= 4, Agreed= 3, strongly Disagreed= 2 and Disagreed= 1 points respectively.

The questionnaire was face validated by two experts in Public Administration and one expert in research methodology from Adamawa state Polytechnic Yola. To determine the reliability of the instrument, it was trial tested with 20 staffs of Federal College of

Education, Yola. The reliability of internal consistency was established using the split-half method and computed using the Pearson product moment method of correlation. The reliability

estimate yielded 0.81 which indicated that the instrument was reliable. The data collected for this study was analyzed using the mean score method of data analysis.

6. Data Presentation and Analysis

Answering the Research Questions

Research Question one: What are the characteristic of transformational leadership style for acceleration of organizational growth and progress in the ICT era?

Table 1: Characteristic of Transformational Leadership Style for Acceleration of Organizational Growth and Progress in this ICT era

S/No	Item	Mean	Std, Dev	Decision
1.	Charismatic Influence	3.19	0.71	Agreed
2.	Individualized Consideration	3.34	0.74	Agreed
3.	Inspirational Motivation	3.32	0.78	Agreed
4.	Intellectual Stimulation	3.50	0.79	Agreed

Source: Field Survey, (2021)

From the analysis in the above table revealed that the characteristics of transformational leadership style for acceleration of organizational growth and progress in the ICT era are: Charismatic Influence, Individualized Consideration, Inspirational Motivation and Intellectual Stimulation. This assertion is supported with calculated mean scores of: 3.19, 3.34, 3.32 and 3.50 respectively. This finding agreed with the findings of Stone (2005).

Research Question Two: What are the Dimensions of transformational leadership style for acceleration of organizational growth and progress in the ICT era?

Table 2: Dimensions of Transformational Leadership Style for Acceleration of Organizational Growth and Progress in the ICT era?

S/No	Item	Mean	Std, Dev	Decision
1.	Idealized Influence Dimension	3.52	0.86	Agreed
2.	Individualized Consideration Dimension	2.90	0.99	Agreed
3.	Inspirational Motivation Dimension	3.01	0.74	Agreed
4.	Intellectual Stimulation Dimension	3.23	0.78	Agreed

Source: Field Survey, (2021)

The analysis in the above table revealed that with calculated mean scores of: 3.52, 2.90, 3.01 and 3.23, the dimensions of transformational leadership style for acceleration of organizational growth and progress in the ICT era are: Idealized Influence Dimension, Individualized Consideration Dimension, Inspirational Motivation Dimension and Intellectual Stimulation Dimension. This finding agreed with the findings of: Bass and Avolio, (1994), Sušanj and Jakopec, (2012) and AL-Shanti, (2016).

Research Question Three: What are the effects of transformational leadership style for acceleration of organizational growth and progress in the ICT era?

Table 3: The Effects of Transformational Leadership Style for Acceleration of Organizational Growth and Progress in this ICT era

S/No	Item	Mean	Std, Dev	Decision
1	transformational leadership has positive impacts on achievement of organizational goals	3.59	0.84	Agreed
2	transformational leadership style has positive impacts on job satisfaction	3.32	0.28	Agreed
3	transformational leadership style has positive impacts on employee engagement	3.29	0.69	Agreed
4	transformational leadership has positive impacts on employee performance	3.50	0.79	Agreed

Source: Field Survey, (2021)

The analysis in table three revealed that the effects of transformational leadership style for acceleration of organizational growth and progress in the ICT era are: transformational leadership has positive impacts on achievement of organizational goals, transformational leadership style has positive impacts on job satisfaction, transformational leadership style has positive impacts on employee engagement and transformational leadership has positive impacts on employee performance. This is supported with calculated mean scores of 3.59, 3.32, 3.29 and 3.50 respectively. This finding agreed with the findings of: Tiersky (2017), Wolf et al., (2018), Schmidt, (2019) and Maltese (2018).

Research Question Four: What are the challenges facing transformational leadership style in acceleration of organizational growth and progress in the ICT era?

Table 4: The Challenges facing Transformational Leadership Style in Acceleration of Organizational Growth and Progress in this ICT era?

S/N	Item	Mean	Std, Dev	Decision
1.	Lack of a clear vision for a digital transformation journey	3.05	2.81	Agreed
2.	Organizational challenges	3.22	2.56	Agreed
3.	Cultural Challenges	3.47	0.63	Agreed
4.	Technical challenges to Lead Digitalization Initiatives and transformation	3.06	0.71	Agreed
5.	Shortage of Resources for Digitalization	3.05	2.81	Agreed
6.	Data protection, Legal and security challenges	3.29	0.69	Agreed

Source: Field Survey, (2021)

The analysis in table four above revealed that: Lack of a clear vision for a digital transformation journey, Organizational challenges, Cultural Challenges, Technical challenges to Lead Digitalization Initiatives and transformation, Shortage of Resources for Digitalization and Data protection, Legal and security challenges are the challenges facing transformational leadership style in acceleration of organizational growth and progress in the ICT era. This is supported with calculated mean scores of 2.81, 2.56, 0.63, 0.71, 2.81 and 0.69 respectively. This finding agreed with the findings of: Walumbwa and Hartnell (2011), Atmojo (2012), Sundi (2013) and Otto (2018).

7. Summary of Major Findings

The summary of the findings with regards to the answering of the research questioners revealed that:

The characteristics of transformational leadership style for acceleration of organizational growth and progress in the ICT era are: Charismatic Influence, Individualized Consideration, Inspirational Motivation and Intellectual Stimulation.

The dimensions of transformational leadership style for acceleration of organizational growth and progress in the ICT era are: Idealized Influence Dimension, Individualized Consideration Dimension, Inspirational Motivation Dimension and Intellectual Stimulation Dimension.

The effects of transformational leadership style for acceleration of organizational growth and progress in

the ICT era are: transformational leadership has positive impacts on achievement of organizational goals, transformational leadership style has positive impacts on job satisfaction, transformational leadership style has positive impacts on employee engagement and transformational leadership has positive impacts on employee performance.

Lack of a clear vision for a digital transformation journey, Organizational challenges, Cultural Challenges, Technical challenges to Lead Digitalization Initiatives and transformation, Shortage of Resources for Digitalization and Data protection, Legal and security challenges are the challenges facing transformational leadership style in acceleration of organizational growth and progress in the ICT era.

Conclusion and Recommendations

The main thrust of this study is to assess the impacts of transformational leadership style for acceleration of organizational growth and progress in the ICT era. This research contributes to the conceptual development of the impacts of transformational leadership for acceleration of organizational growth and progress in the ICT era. Transformational leadership has proven to be able for acceleration of organizational growth and progress in the ICT era. This indicated that transformational leadership style direct effect the process of influence between leaders and subordinates in which a leader tries to behavior of subordinates and to achieve organizational goals, job satisfaction, employee engagement and employee performance. The above notwithstanding, the study

also revealed that there are some challenges that are encountered along the line. Based on the above, the researcher recommends that:

- There is the need to develop reward and incentive programs and systems to enhance the motivation of subordinates to perform all necessary activities to work outside the limits of the individual's duties.
- There is the need to strengthen the capacity of leaders to raise loyalty and belonging to the work by involving subordinates in the decision-making process and solving the problems facing at work.
- There is the need to pay attention to raise enthusiasm in the work of subordinates and take into account the individual differences between them in terms of needs and desires.
- There is the need to instil altruism among subordinates by helping colleagues work without any grumbling and the desire to take responsibility collectively by subordinates.

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