

**EFFECTS OF TRANSFORMATIONAL LEADERSHIP STYLE  
ON SUBORDINATE IN NIGERIAN PUBLIC INSTITUTIONS**

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**Abstract**

*Transformational leadership style is mostly adopted to enhance the motivation, morale, and job performance of followers or subordinate through a variety of mechanisms. These include connecting the subordinate sense of identity and self to a project of collective identity, This paper investigates the effect of transformational leadership style on subordinate in Nigeria public organization. The paper adopted secondary source of data collection using journal, articles and related books to acquire relevant information's for the study. The findings reveals that – transformational leadership has significant impact on subordinate relation in Nigeria public institution. However, the activities of leaders often connected to their subordinate. Consequently, this paper wishes to recommend that the modern organizations being it public or private should focus and encourage transformational leadership style to ease and enhance positive change in our society. However, organization that embark on transformational leadership encourage coordination and effective service delivery through their subordinate.*

**Key Word:** Subordinate relationship, organization, transformational, leadership

**Introduction**

Organization either formal or informal is conducted by the leadership while the nature of organization is determined by the nature of the leader and leadership style of the organization. Leadership is the process of actions and operations, guide the conduct of his subject creativity and emotions of mind, body and soul. Leader is the one who inspires (Self/Others) for the fulfillment of the mind, body, nature and the activities of the environment to a particular purpose in business, career and life (Carter & Greer 2013). Dunglas (2018) highlighted that leadership is viewed as a global phenomena in any organization by motivating or causing people to perform certain task intended to achieve specified objectives. Leadership is a process in which the executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal. He dictate the pace for action and ensure compliance to achieve objectives.

Leadership is the potential to influence behavior of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organization members to want to achieve the visions (Antonakis & Sivasubramaniam 2003). According to Omale (2013) he perceive leadership as the process of influencing others to work willingly towards an organizational goal with confidence, every organization in community must only survive through its leaders. Leadership and subordinate are mutually inclusive terminologies in the world of social engineering. Leadership can only exist simultaneously with subordinate or followers existence and cordial corporation. Leadership are specially required to identify the need for change, the innovation, ideas to improve the wellbeing of the populace. Moreover, Baskerviie(2016) identify these types of leadership which are, the Authoritarian or autocratic this style of leadership is use when leaders tell their employees what they want and how they want it accomplished without getting advise of their followers this may be through compulsion .participatory democratic leadership involves the leader including employees in decision making process on what to do and how to do it. How ever the leader maintain the final decision making authority. laissez faize type in this style the leader allow the employees to make the decisions.however, the leader is still responsible for decision that are made. This is when employees are able to analyze the situation and determined what need to be implemented.Yukl(2018) discussed some of the leadership style which include, Behavioral leadership style which believes that leadership is not based on internal traits or qualities but the particular behavior that people employed to lead employees to achieve a goal .it promotes participatory decision making and support team development for goal

achievement. Transactional leadership style which is also known as managerial leadership, it entails achieving organizational goal by appealing to the interest of employees in a contractual manner it also involved supervision and performance while reward and punishment is the motivating factor. The strategic leadership focuses on activating and implementing core competencies in terms of resources and other forms of capacity building of employees while sustaining organizational culture. The final type of leadership to be discuss in this paper is the transformational style of leadership which is the basic topic of the study.

Transformational leadership is a relatively new approach to leadership that focuses on how leaders can create valuable and positive change through their followers (Naurthouse2007). Hence, a leader is recognized as a superior to transform the intelligence and technical abilities to enhance growth and development. James (1978) introduced the concept of transformational leadership when studying political leaders, it is also term use now in studying organization as well. Transformational leader focuses on gaining compliance by giving and withholding rewards and benefits. It has to do with positive change through modern innovations. Transformational leaders focus on “transforming” others to support each other and the organization as a whole. Organization is recognized as the bedrock in which the leader and subordinate exist to carry out their respective task either in public or private organization. Both have their clear characteristic and objectives. The objectives of both private and public organization can only be ascertained through the existence and collaboration of the leadership and the subordinate effective relationship.

According to Kauda (2017) transformational leadership style is featured by inspirational motivations this are when the leader inspires other followers to achieve a great target. This leader set high and reasonable goals for their followers to achieve. It has to do with moral standard, idealized influence and intellectualism. This paper discuss effects of transformational leadership styles on subordinate in public organization and it further clarified some recommendations base on its findings for clear reference purposes. Kauda (2017) postulated that organization can only succeed with effective leadership style which is transformative and the relationship syndromes of the subordinate in the system.

#### **Problem Statement**

Managing people in organization is part of personnel management process, which can be achieve through effective leadership style. But the problem is, to what extent do leaders recognize this fact that employees are synonymous with organization and they should be adequately motivated through effective leadership style so that they give their best to ensure high performance. Therefore, this paper attempt to determine the effect of transformational leadership style on subordinate in Nigeria public institution. The study also intend to investigate the level of leadership commitment and performance. Finally, to find out if there are prospect in transformational leadership style on task implementation and to profile recommendation to some of the challenges.

It is a style of leadership in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the organization. This could be accomplished by setting an example at the executive level through a strong sense of corporate culture, employee ownership and independence in the workplace.

The system inspire and motivate their workforce without micromanaging, the trust trained employees to take authority over decisions in their assigned jobs. It's a management style that's designed to give employees more room to be creative, look the future and find new solutions, to old problems, employees on the leadership track will also be prepared to become transformational leaders themselves through mentorship and training.

#### **Objective of the Study**

The paper highlight the role transformational leadership play in organization. The study discusses the effect of transformational leadership style on subordinate relationship in organization as the main objectives while other objectives include:

- To examine how effective is transformation leadership to subordinate in Nigeria public organization
- To evaluate if the attitudinal behavior of both transformational leader and their subject contribute to the development of the organization
- To examine the challenges confronting transformational leadership style and their subordinate in Nigeria public organization and to see how possible idea can be recommended to the challenges at the end of the exercise.

#### **Methodology**

The study rely on secondary source using relevant articles and other related materials to examine the

effect of transformational leadership style on subordinate in Nigeria public institution. Content analysis was used as the major sources.

### **Conceptual Framework**

According to Dauglas(2018) "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

Leaders are some time made chosen or elected been as it may leaders is expected to shoulder the responsibility of how the organization and the subject are doing and to see how they can be improve in service delivery. Nourthouse, (2007) sees that transformational leadership is the promotion of the consistent vision, mission Aspiration and a set of value to members. Their vision is so compelling that they know what they want from every interactions or dealings. Transformational according to Bass (2006) is to guide followers by providing them with a sense of meaning and challenge. They work enthusiastically and optimistically to encourage and enhance the spirit of team work and commitment. Burns (1978) claim that leaders act as a mentors to their followers or subject and reward them for creativity and innovation. While for mutual coordination and understanding the subordinate are treated differently according to their talents and knowledge. They are seen as principal overseer and empowered to make a decision and are always provided with needs and requirement to support the implementation of their decision.

Transformational leadership is defined as a leadership approach that causes change in individuals and social systems(Burns1978). In ideal form, Transformational leadership creates valuable and positive change in the followers with end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. Mora & Ticlau(2012) emphasized that connecting the follower's sense of identity and self to the mission and the collective identity of the organization is very paramount in this system of leadership style being a role model for followers that inspires them in challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance. All hands of the leader and subject must be on desk for the achievement of transformational system in organization and the two has to play a greater role.

Leadership may be found at all levels of the organization terms, departments, divisions, and organization as a whole. Such leaders are visionary, inspiring, daring, risk-takers, and thoughtful thinkers. They have a charismatic appeal; however, charisma alone is insufficient for changing the way an organization operates to bring major changes in the organization.

Transformational leadership has to with transformation, innovations and effective technique of transparency (Yukl 2018). This is goal oriented leadership potentials. However, leadership is a social process in which one person in a group harnesses the knowledge, skill and motivation of the other members in the attainment of group goals. Transformational leadership is a style of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. It is also an integral part of the full Range Leadership Model (Yukl, 2018).

Baskerville & Harper (2006) Highlight that transformational leadership is defined as leadership approach that causes change in individuals and social systems while the change has to be favorable to organization and the people in its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms, these include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; in this style leadership the leader must carried all effort and subjects along for the accomplishment of organizational goal. Being a role model for followers that inspires them, Challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance.

### **Types of Transformational Leadership**

Transformational leaders has to do with impacting positive change through innovative techniques by the leader for the purpose of transformation on development. Transformational leadership involves using your own abilities to foster leadership potential in others. You don't have to change your company overnight but you do have to make a conscious decision to assume the role of mentor. There are four types of leadership, known as the four I's. required to become a transformational leader. According to Burns (1978) he identify the following types of transformational leadership

#### **Idealized Influence**

Idealized influence, the first I, refers to a transformational leader's ability to lead by example. A good role

model, she encourages her charges to adopt excellent leadership practices by acting as she wants them to act and doesn't ask them to do things she wouldn't do. Leadership has to do by example for a task to be accomplished because they live up to their own expectations, transformational leaders earn admiration and respect from those they lead. They also must ensure compliance from their subordinate and be guided through unique direction. Transformation is by initiative and moral contexts.

#### **Individualized Consideration**

The subordinate must be involved and carried along for greater achievement that assigned of task must be from leadership. A transformational leader uses individualized consideration, the second I, when helping follower achieve their potential through coaching and mentoring. By performing this type of one-on-one leadership, he improves the organization's overall performance by helping staffers attain their individual goal. Both leader and followers must as well be improve and be guided through aspiration. Transformational leaders genuinely care for their subordinates and want them to be successful. They earn the respect of their charges through effective one-on-one communication. Communication is the key to organizational success, however, in what ever means there should be a feedback mechanism between the leader and subordinate to enhance compliance.

#### **Inspirational Motivation**

The enthusiasm toward organizational objective cannot be over emphasis the collective inspiration of leader and subordinate is a yardstick toward successive outcome. A transformational leader who can rally followers behind a cause demonstrates inspirational motivation, I number three. Because he can get workers excited about the organization's goals and vision, he successfully encourages them to work as a team to achieve those goals. In other word subjects must be treated lawfully and motivated towards achieving objectives. All hands must be on desk syndromes must be initiated by transformational leader, success and failure of system in organization is determined by the transformation leader.

#### **Intellectual Stimulation**

All responsibility to ensure transformation is of the competency of the leader initiatives and experience must be apply toward solving organizational problems. Intellectual Stimulation, the last I, describes a transformational leader's ability to encourage out-of-the-box thinking. She motivates subordinates to takes risks by displaying genuine interest in their efforts to develop creative breakthroughs. By creating an environment receptive to change, growth and new ways of thinking about business, transformational leaders foster entrepreneurship. And enhance growth and development even in a public settings, today modern organization must embark the able spirits of transformation in working environment.

#### **Characteristics of Transformational Leadership**

According to Berkovich (2016) For an organization to be more effective in growth and development it must embark on the following transformational leadership characteristics which are as follows: Self Management and Internal Motivation, The transformational leaders perceive motivational trends form within and utilize it as an enthusiastic measures to effectively coordinate and control the direction of the organization. The primary and best natural forms of motivation is to care, admire or cherish and love what you do and ensure your values are aligned with the organization you are serving as a worker. Check their ego, this is when placed in a status of authority and power, it is easy to let your ego get the best of you. However, transformational leaders keep observing their ego and do not allow it in the way of doing what is the best for the business. The advantage of constantly observing your ego enable you put the organization first over personal interest and encourages the greater and best input from others within the organization because when the organization is successful, you as a leader of the organization take the credit of success too. Other characteristics include, The Ability to Effect Difficult Decision, this is to ensure difficult decisions are made for proper implementation are paramount to the leaders. Transformational leaders do back away or put off tough decision. Difficult decision can be made easier and faster when decision align with clearly define vision, mission, aspirants, value, goals and objective. As a characteristics transformational leader ensure decisions are made even in an harsh or different circumstances and to ensure compliance. Willing to take the right risk, Transformational leader embark on risk and ensure positive outcome or result from the risk, failure of transformational leader to take appropriate risk and make difficult decision will inhibit change and ability to grow. These ease and enhance positive change in organization. Organizational consciences, in this phenomena the Transformational leaders share a joint purpose with the organization and do not just view their position in the organization, they share collective conscious of their organization and equally understand the actions to undertake so as to evoke change, innovation, transformation and positive diversifications in all spheres of development to achieve goals. Moreover, others includes

Adaptability is one of the characteristic in which Transformational leaders are anxious and willing to adapt and are also seeking better new ways to respond to constantly changing business environment for

greater opportunity. They are aware of the next still is when they will be passed by their competitions, while these can be achieved through effective learning process. They Encouraging to entertain new ideas, The transformational leaders understand that success is a team to effort and growth is derived from the willingness to be open and listen to idea from all angles of their organization. They create intentional ways to welcome team and incorporate their insight. Avenue of understanding must be initiated for positive outcome. Proactive is ability in which Transformational leaders do not wait for others to take decision and then react, They try new things and take an innovative measure or approaches. They are proactive decision makers. Visionary is also a characteristics of Transformational leaders in which the leader have the ability to communicate and effect new policy for the subject to comply with and take their subordinate along so as to imbibe new innovation as achievements. They communicate to subordinate with passion vision but also get every person to be busy and work towards that vision through mutual understanding in organization.

#### **Benefits of transformational leadership on subordinate Relationship in organization**

One of the significant of the transformational leadership on followers in organization is the excellent at communicating new ideas, current methods in which innovations can emerge are been desponded to the subjects in other to embark on the new changes for development purposes. The important of this new information is to encourage the talent towards improvement of skills, knowledge and ability in transforming the organization. Berkovch (2016) in his empirical study identify the application of transformational leadership in organization as a techniques that lead to mutual cooperation, dedication and transparency between leaders and their subjects, which ease goal attainment. Baskervill & Harper (2016) further highlighted through their observation that 95% of public organization in developing societies today are faced with leadership challenges due to inefficient policy making and implementation process, while transformational leadership style can lead to excel of both human and material resources. Tomaz (2015) in his research on leadership and organizational change, using observation and experiment, he identify as one of his findings that productivity become low when the relationship of leaders and subjects are not strengthened by motivating factors. the motivating factors are much more futures of transformational leadership style. Mohamad, etal(2011) in his survey research on leadership and successful implementation strategies, submitted that plans in organization should be given adequate and appointed period of implementation, while orientation of a leader must be optimistic. Transformational leadership style have an immense impact on how employees perform and grow.

Kauda (2010) In his finding through observation submitted that The transformational leadership create and manage change. The merit is to improve and expand over time when new initiative are in place. The leaders make the positive change and motivate the subordinate to effects changes themselves until organization accomplish their full potentials.

New corporate vision can easily be initiated, Transformational leadership style are good in dictating challenges and recognize how such problems can be solved collectively with the subordinate. Leadership and subordinate relationship are utilize to improve and initiate more idea through decision making so as to ensure proper conduct in the implementation.

It encourages ongoing learning and development, the leadership styles engage people with learning process, the learning is to acquire new skills and ability for innovative (Antoski2014).

The leadership style are inquisitive: They ask question which are more common between the leaders to subordinate I.e “why?” “why not?” as a common question the style of the leadership is more than the creative, they are trying to encourage success and carry their subordinate along to achieve targets. Transformational leaders are always looking for new ways to accomplish things as part of their objective and development agenda.

One of the best uses of this leadership style is in an organization that is outdated and requires serious retooling. It is also a perfect match for a small company that has big dreams and wants to change and adapt to get there. In both of these examples, the board of directors can bring in a transformational leader who will change the structure of the organization and also motivate the current workers to buy into the new direction (Mora & Ticlau 2012). The style of leadership bring all the new techniques and use all the available resources to accomplish it's transformative goals.

#### **Strength of Transformational Leadership**

The transformational leadership lowers the turn over cost in an organization, It is a leadership style that engages the full person by involving thoroughly in the service delivery and ensure the compliance of the subject for objectivity.

The transformational leaders create and manage change for development new corporate vision can be quickly formulated. This vision can enhance the well being of the leader and the social group vision lead to mission to ascertain organizational productivity this can be administered through effective

Leadership.

### **Weakness of Transformational Leadership**

The decisions of the transformational leadership can result to wrong choice for action due to many of different discipline in decision making while those to implement such decision may not be fully involve in the process due to the interest of the management and the leader can have negative implications such as bias and favoritism.

Influence can backfire transformational leaders are great motivators and visionaries. Supportive measures can be opposed by external force and the subject in various responsibility enshrine for the leader while the transformational leadership is expected to be effective. The system requires much resources and expensive due to it extensiveness and expectations.

Assumption of motivation this leadership style tries to let subordinates and followers feel that they have common goals that need to be accomplished. Transformational leaders often think an assume that people under the will always agree with their ideas and becomes a setback motivated all the time. this becomes a set back since their will be situations in which changes should be made. If a particular transformational leader is unaware of this, These changes will not take place since subordinates are thought to still having the same views with the management.

### **Transformational Leadership Theory**

Transformational leadership is a relatively new approach to leadership that focuses on how leaders can create valuable and positive change in their followers. James (1978) first introduced the concepts of transformational leadership when studying political leadership, but this term is now used when studying organizations as well. Burns described two leadership styles: transactional and transformational.

Transactional leaders focus on gaining compliance by giving and withholding rewards and benefits. Transformational leaders focus on “transforming” others to support each other and the organization as a whole. Followers of a transformational leader respond by feeling trust, admiration, loyalty, and respect for the leader and are more willing to work harder than originally expected. Another researcher, Bernard M. Bass, (1985) added to the work of Magreggo Burns 1978 by explaining the psychological mechanisms that underlie transformational and transactional leadership. Bass work established that transformational leaders demonstrate four factors: individual consideration, intellectual stimulation, inspirational motivation (charismatic leadership), and idealized influence. In this system of leadership achievement can be made through technology, new invention and techniques. Effort of the leader and subordinate is paramount to achieve the great target.

Transformational leadership theory is supported by nearly 30 years of research correlating transformational leadership to positive performance outcomes including individual, group, and organizational level variables. It also solidified the need to study followers in leadership research. Transformational leadership was the first developed and validated theory to emphasis morals and values in leadership, however, research on the theory is primarily based on the multifactor leadership questionnaire, which has produced inconsistent result. Research has also focused heavily on senior-level leaders. Transformational leadership also has the potential to be used negatively by leaders “faking it.”Regardless, transformational leadership theory is a valuable and widely used approach to studying and teaching leadership.

### **Findings**

It was discover that a maximum transformative goal is achieve when leaders behaviors influence followers and inspire them to perform beyond their perceived capabilities. Transformational leaders typically perform four distinct behaviors also known as the four I's. These behaviors are inspirational motivation, idealized influence, Intellectual Stimulation and Individual Consideration. These enable leaders arrived to the innovative characteristic for the actualization of organizational objectives (Berkovich 2016). Transformational leadership goal can be achieve when leaders and their subordinate make each other advance to higher level of morality and motivation through their hierarchical relationship with the strength of their vision and personality. Transformational leaders are able to inspire followers to change expectations, perceptions and motivation at work towards common goals. It provide individual coaching, mentoring for subordinate and encouraging followers to look beyond self-interest to the common good in organization(McCleskey2014). Transformational leadership style are with innovative measures and working co-operatively with their subject and leaders that fit well in leading and working with complex work groups. Organizations seeking an inspirational leader to help guide them through an uncertain environment are of a great target, At this phenomenon followers are also been challenge and fell empowered. This nurture them into becoming loyal, high and performers. The inner beauty of any organization is seen through transformational leader (Barskervill&Harper2016).

### Conclusion and Recommendations

The research gives a significant relationship between transformational leadership and subordinate to ensure innovative output and accountability. It further explained that a leader who is found to be creative and transparent not only to him/her nor to the co-workers but to the general populace at large will influence others to accomplish an objective and directs the organization in a way that make it more cohesive and coherent. The subjects are rewarded for effectively and efficiently completing a task and are to be motivated for further task ahead. The leader guide the sense of belonging of it's subject through transformation principle to ascertain objectives. The outcome of this, tend to focus more on creativity, innovative, through effective relationship between the leaders and subjects in organization. The transformational leadership style is a fundamental part of any development in organization. There is an obvious need to support transformational leadership style in both public and private organization for identification of new goal and relating productivity within the changing environment.

The modern organization should focus on transformational leadership to ease and enhance positive change in society. However, due to the fact that organization embark on transformational leadership, it encourage coordination and effective service delivery through their subordinate relationship. The leader and subjects should work co-operatively and ensure effective communication and feedback mechanisms in all their dealings. There should be segmentations of activities in organization on both higher ranking and lower ranking staff to enhance relationship between themselves. While innovative ideas are to be verify and welcome in all ramifications of development. The subordinate and the entire system should accept changes as a role they should play for developmental purposes. Profile of transformational leadership and accountability should be raise within national policy agenda as a global recognition.

For a leader to achieve organizational objective and to maximize the satisfaction level of their followers, leaders must possess charisma, provide individual consideration, be intellectually stimulating and inspiring to followers. It is shown in this study that certainly the require the attributes of transformational leadership style in other to be effective.

### Limitations of the Study and Guides for future Study

The study is restricted on the effect on transformational leadership on subordinate relation in public sector. However, other future research could explain this study to private organization and can lain emphasis to other forms of leadership practicable in Nigeria and outside Nigeria society, in relation to public or private institutions .Effort should be made to carry out comparative studies with emphasis on other leadership styles and employee attitude to work and commitment.

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