

Promoting Outstanding Performance among Employees through Transformational Leadership: A Study in Northwestern of Peninsular Malaysia

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Abstract

It is crucial for an employer to acknowledge the importance of having transformational leaders in the organization, as they have the ability to inspire, encourage, and motivate the employees to create meaningful and significant changes. Transformational leadership has been mentioned as one of the factors that can influence an employee to perform better at the workplace or vice versa in the past studies. However, there were inconsistent findings on the relationship between the two variables and there is still limited study in the context of manufacturing companies in Malaysia. Hence, this paper attempts to investigate the effect of transformational leadership on job performance among employees in a manufacturing company located at northwestern of Peninsular Malaysia. This study adopted a correlational research design which using 117 technicians from one studied manufacturing company as the respondent of this study. The instrument used to measure the transformational leadership level was the Multifactor Leadership Questionnaire whereas, for the job performance level, it was the Individual Work Performance Questionnaire. The data collected were then analyzed by using descriptive statistics and structural equation modelling analysis. The results revealed that the levels of transformational leadership and job performance among the studied respondents were at a high level. It was also found that there was a significant effect of transformational leadership on job performance in the studied company. For future research, it is recommended to involve various companies within the manufacturing sector as more diversified locations can be obtained. This lead to a more comprehensive understanding of future trends, challenges, and opportunities of the studied variable in Malaysia's manufacturing sector.

Keywords: Transformational Leadership, Job Performance, Manufacturing Company

Introduction

Leadership is an ability that enables a person to influence and guide a number of people in an organization or community (Cortellazo et al., 2019). Someone who has high leadership skills is able to take risks, communicate the vision and missions clearly, create specific and achievable goals for his or her subordinates, and provide the clear guidelines and tools necessary to achieve those goals (Barney & Pratt, 2023). It is believed that transformational leadership style plays a prominent role in today's organization. According to the study by Purwanto et al. (2021), transformational leadership could be referred to as building a good relationship between the leader and subordinates that increases their motivation and engagement within the team or in the community. As transformational leadership styles allow a leader to influence his or her subordinates by encouraging them to have freedom in sharing their ideas and creativity in a growing environment. This will help them build a sense of commitment to the mission of the organization, thus having an impact on their job performance. Employees whose leaders expand their job skills are inclined to have stronger internal drives and, as a result, improve better at the workplace. Their focus will increase and attempt to achieve the vision of the organization by prioritizing what is important to them (Khan et al., 2020). Buil et al. (2019), highlights that the employees of transformational leaders are inspired to identify with the interests and goals of the organization, leading to performance that exceeds expectations.

The word performance is derived from actual or work performance, referring to a person's actual accomplishments (Hidayat & Aziz, 2022). Santos et al (2018), describes job performance as the capacity of an individual to carry out tasks that advance the technological foundation of the organization. Purwanto (2021), states that performance is the course of action and labor carried out by people and groups of organizations across time. Because each employee produces unique job results based on their skills and talents, employee performance essentially becomes a personal matter. Follower's behavior can be affected by leaders at the workplace due to the fact that they are viewed as a representation of the company and the authority to assess staff performance and decide if they are eligible for promotion (Lai et al., 2020). As a result, follower's behavior could be affected by leaders. The characteristics of transformational leadership, assist the leaders in building strong bonds with their followers, which in turn encourages them, emotionally binds them to the organization, and improves their performance in the workplace (Khan et al., 2020).

Leadership has always been an issue, from then until now, regardless of what sector people work in. One of the issues regarding transformational leadership is the deficient level of idealized influence. Idealized influence refers to the leader's capacity to exert a psychological impact over and gain the respect of his or her followers (Bass & Bass, 2008). Leaders have idealized influence when they conduct themselves as excellent models by exhibiting exemplary ethical behavior (Avolio & Bass, 2013). This recognition method by employees causes the leader's principles, opinions, and goals to be disguised. Meanwhile, the worker's self-image and self-worth becomes related to the leader. However, a survey conducted by Workplace Bullying Institute Organization (2021), has shown a significant increase in workplace bullying. Supervisors and managers can either avoid, halt, allow, or partake in abuse towards their subordinates, based on whatever attitudes they exhibit or suppress (Harms et al., 2017). It was characterized in the survey as repeated mistreatment showing aggressive behavior that is frightening, threatening, or embarrassing (workplace sabotage or

attacks through vocals). This is the opposite of how a leader with idealized influence should act. Therefore, this study aims to investigate the role of transformational leaders in a manufacturing company at northwestern of Peninsular Malaysia influence job performance among its technicians

Literature Review

Brief Overview of Transformational Leadership

Transformational leadership describes how a transformational leader has the ability to inspire others to desire to change, get better, and follow them (Hall et al., 2002). Transformational leadership is one of the variables in this study. Ahmed and Nabeel (2022) defined transformational leadership as the capacity of the leader to speak and act in a way that elevates the aspirations of their followers and motivates them to put the group's needs ahead of their own. Top et al. (2020) also support this statement by stating that transformational leadership focuses on the development of followers and their needs. Busari et al. (2020) provides a more detailed definition of what is meant by transformational leadership by describing those transformational leaders, who are proactive change agents, excite and modify their followers' motives, beliefs, and attitudes from a low to a high level of arousal. Furthermore, by reaching above the group's objectives, transformational leaders raise their followers' awareness, allowing them to attain incredible feats. According to Kotamena et al. (2020), transformational leaders are those who prioritize team working, mutual acknowledge collaboration, and respect. As highlighted by Purwanto et al. (2021), transformational leadership could be referred to as building a good relationship between the leader and subordinates that increases their motivation and engagement within the team or in the community.

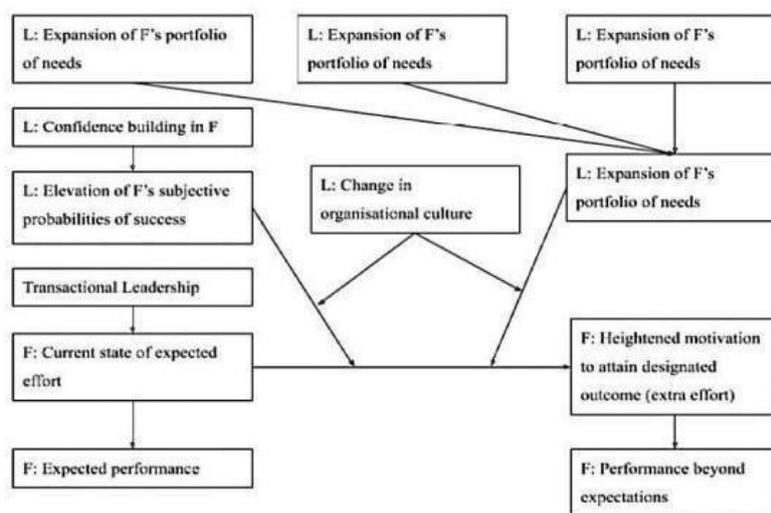


Figure 1. Transformational Leadership and Extra Follower Effort (Bass, 1985: 23)

Figure 1 depicts a transformational leadership strategy that begins with an ongoing flow level of effort depending on the subordinate's present level of trust and ambition for the desired goals. As shown in Figure 1, the transactional leader could add to this trust and ambition by articulating what outcome was expected and how demands could be met as a consequence. The transformative leader motivates further effort by boosting follower morale and enhancing the value of results for the follower (Ausat et al., 2022). This is accomplished via broadening the subordinate's requirements, focusing on transcendent preferences, and

possibly changing or broadening the subordinate's degree of needs on Maslow's hierarchy (Le & Lei, 2019). Figure 1 depicts the present level of predicted follower work depending upon the work the transactional leader has done. The transformative process represented in Figure 1 aids the effort by increasing the value of what is accomplished for the follower. It is accomplished through extending the range of wants of the follower, encouraging the follower to compromise their own desires for greater aims, and perhaps altering the follower's demands on Maslow's hierarchy. Bass (1985) drew on Burns' theory to provide the latest version of transformational leadership, and Bass and Avolio (1994) proposed a wide leadership theory that incorporates transformational, transactional, and laissez-faire leadership (Antonakis & Atwater, 2002).

The first dimension in the Transformational Leadership Theory by Burns (1978) is idealized influence. This dimension refers to leaders with official responsibilities and influence who motivate others to view them as inspirations (Lamm et al., 2021). The second dimension is individualized consideration. According to Kasasbeh et al. (2015), individualized consideration denotes the leadership practice wherein leaders bestow distinct attention upon the unique needs of their followers, demonstrating appreciation for high levels of performance and striving to establish alignment between individual aspirations and organizational objectives. Furthermore, the third dimension is inspirational motivation which refers to the leader demonstrating a remarkable capability to elevate the followers' proficiency, enabling them to surpass their own expectations and achieve remarkable outcomes that transcend their initial limitations (Mittal and Dhar, 2015). Lastly, the fourth dimension is intellectual stimulation. Transformational leaders exhibit adaptability by employing intellectual stimulation, which involves challenging assumptions, traditions, and beliefs (Crews et al, 2019).

Brief Overview of Job Performance

Santos et al. (2018), describes job performance as the capacity of an individual to carry out tasks that advance the technological foundation of the organization. On a similar point, Purwanto (2021), states that performance is the course of action and labor carried out by people and groups of organizations across time. Because each employee produces unique job results based on their skills and talents, employee performance essentially becomes a personal matter. The difference between an employee's actual and anticipated performance is known as employee performance (or work performance). According to Campbell and Wiernik (2015), analysis, job performance is the concept that includes actions that employees may manage and that support organizational objectives. These authors (Campbell and Wiernik, 2015), stress that performance is a collection of behaviors rather than the factors that influence these behaviors or their results. The ultimate dependent variable in the management of human resources is job performance, making it a capital issue to examine (Ramos-Villagrasa, 2019). Furthermore, its evaluation and analysis are crucial for many organizational procedures like hiring, pay and benefits, or training. Organizations need reliable performance ratings regardless of the evaluation's goals, and it's much better if they achieve the same objectives while consuming less time and energy. By assessing and putting overall performance management into practice, one can learn the notion of performance (Darmawan et al., 2020).

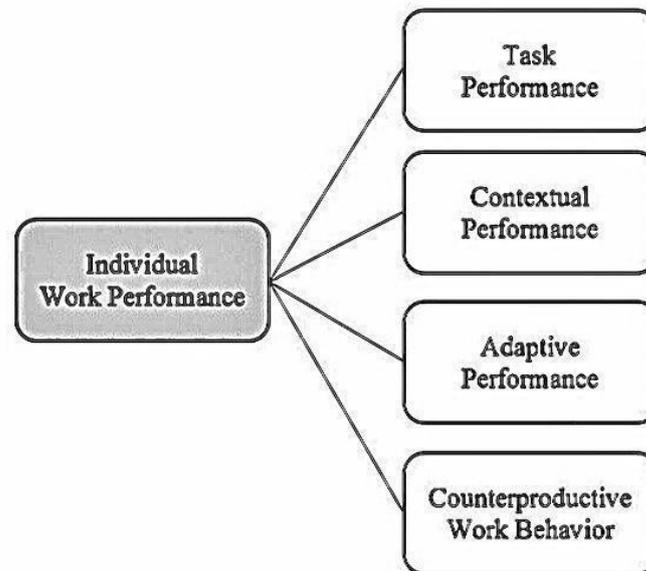


Figure 2. Heuristic Framework of Individual Work Performance (Koopmans et al., 2011:8)

Figure 2 depicts a heuristic framework that is suggested by Koopmans et al. (2011). It may be used to help comprehend the architecture of individual work performance. The latent, generic element of individual work performance appears at the greatest level. Four elements that make up individual work performance are located on the second level. The specific measurements for every dimension are positioned on the third level. The significance of these dimensions, as well as the specific indications related with each dimension, could vary depending on the circumstance. Although some paradigms consider adaptable performance to be a part of contextual performance, Koopmans et al. (2015), presented social, philosophical, and empirical justifications for recognizing adaptive performance as a separate dimension. Koopmans et al. (2014), conducted a thorough search to discover frameworks that explain the idea of individual job performance. It is stated that job-specific frameworks utilized less expansive dimensions to define components of job performance, generic frameworks employed more wide dimensions to describe overall job performance. Employee job performance, according to Campbell and Wiernik (2015), refers to particular behavioral patterns and results that may be seen and assessed against particular criteria created by an organization based on its overarching aims. Task performance, contextual performance, and counterproductive work behavior can be referred to as three broad dimensions that Koopmans et al. (2011), established a conceptual grouping of various job performance characteristics identified in the literature. Therefore, the dimensions used in the study will be further elaborated in the following paragraph.

Task performance is defined as essential duties that are included in the job-specific duties (Chandrasekara, 2019). Kumari et al. (2021), describes task performance as individual actions taken while carrying out clearly defined roles. Aside from creating objectives, encouraging individuals to participate in ideal behaviors that encourage good performance is critical (Kumari et al, 2021). Organizations should use a variety of strategies to boost employee motivation and devotion and help them achieve their goals more quickly and efficiently. Aside from that, contextual performance is an essential aspect in evaluating individual job performance. Koopmans et al. (2011), describes contextual performance as related actions

which go past the formally set down job objectives, such as engaging in additional responsibilities, demonstrating initiative, or mentoring new hires. According to Chandrasekara (2019), contextual performance defines why people are effective at what they've accomplished, that is aided by their own behaviors as well as the workplace's psychological and natural environment. Leaders should motivate and encourage their teams to achieve the organization's objectives through daily labor (Chandrasekara, 2019). This is supported with a statement by Choi (2007), that explained contextual performance is an extra-role behavior that covers acts made throughout the process of work to effectively finish duties, work alongside colleagues, and so on. and cooperate with others in ways that go above and beyond what is required by the organization.

Another dimension in job performance is counterproductive work behaviors. Harari et al. (2016), defined counterproductive work behaviors as conduct that undermines the efficient operation of the organization, while at work. In addition to that, Ones and Dilchert (2013) describe the third main element of the work performance construct as engaging in (and, conversely, avoiding) counterproductive work behavior. Furthermore, they also provide the definition that follows, which recognizes counterproductive work behavior as a component of work performance which is scalable employee activities and behaviors that undermine organizational objectives or well-being are referred to as counterproductive work behaviors, and they also encompass actions and behaviors that have unfavorable effects on the organization or its stakeholders. This concept makes no mention of organizational standards, malicious intent, or even actions motivated by cognitive reasoning (Ones and Dilchert, 2013). Even when no deliberate intention is present, harmful behaviors carried out inattentively, impulsively, or even out of poor habits are included in counterproductive work behaviors. This statement can be supported with a study by Abdullah et al. (2021), that states organizational experts have spent decades focusing on how representatives' personalities affect organizational success. Through this endeavor, hazardous behaviors are receiving more attention. The next section will highlight the few past studies that prove the existence of the relationship between transformational leadership and job performance.

Relationship between Transformational Leadership and Job Performance

Khan et al. (2020) have conducted a study on the relationship between transformational leadership and employees' job performance, burnout, and social loafing. 308 employees working in the telecommunication sector were selected as the sample of this study. McColl-Kennedy and Anderson four-item scale were used to measure transformational leadership. A four-item scale was adopted to measure job performance and intrinsic motivation. For the working burnout, seven items with five-point Likert scale were used. Findings of this study showed that job performance has a positive and significant relationship with transformational leadership. A transformational leader upgrades the employees' positive work outcomes by improving their intrinsic motivation. Hence, a study by Khan et al. (2020) could be reflected in the current study supporting the hypothesis development in this research.

In addition, Lai et al. (2020), continues in conducting research that puts forth the idea that transformational leaders employ a range of behaviors to incite followers' organizationally advantageous behaviors (such as improved task performance and helpful behaviors) by igniting followers' job engagement. To put it another way, workers who are motivated by

transformational leadership are prone to become fully engaged in their work, which in turn will probably lead to higher task performance and helpful behaviors. To limit the consideration of common technique variance in this work, this study utilized a multitemporal and multisource research design. On a randomly selected group of 507 nurses from two hospitals in Taiwan, hypotheses were assessed. Thus, Lai et al. (2020), study implies that low level transformational leaders, such as ward head nurses, can affect members' (nurses') performance by raising their degree of workplace engagement. In other words, low level transformational leaders who connect with members more frequently may have greater possibilities to inculcate in them the organization's vision and common objectives.

On top of that, K and Ranjit (2020), conducted research with the aim of identifying the effect of transformational leadership on job performance. It also included corporate social responsibility as mediator in the study. 306 full time employees that work in 20 large manufacturing organizations in Kerala have participated as the sample in collecting the data for this study. The results of the current study are significant because there haven't been many investigations to pinpoint corporate social responsibility's mediating function in the link between transformational leadership and job performance. Three direct associations were also evaluated in the current study in addition to the mediation analysis, which revealed transformational leadership as an antecedent of both corporate social responsibility and job performance and corporate social responsibility as an antecedent of job performance. These results are consistent with what has already been written in the field. In which, emphasizing the significance of fostering both transformational leadership and corporate social responsibility for enhancing job performance inside the company.

This assertion gains additional support from a study conducted by Rafia et al. (2020), which aimed to explore the correlation between transformational leadership and job performance. This study, conducted on civil servants in the government-owned housing and settlement areas of Central Java Province, investigated the relationship indirectly through job satisfaction and employee engagement. Utilizing quantitative research techniques, the study took the form of an explanatory research design. The sample included 77 active civil servants from the Department of Public Housing and Settlement Areas in Central Java Province, employing a census or saturated sampling approach. Data analysis was carried out using Partial Least Square (PLS) with the SmartPLS 3.0 program. The findings revealed that transformational leadership has a direct and significant impact on organizational success but does not exhibit a direct influence on job performance. Therefore, it can be seen that there is a clear relationship between transformational leadership and employee job performance which contribute to the hypotheses developed in this research which is:

H_a: There is a significant effect of transformational leadership on job performance among technician in a manufacturing company at northwestern of Peninsular Malaysia.

Research Methodology

The population involved in this study is among 160 technicians of a manufacturing company located at northwestern of Peninsular Malaysia. In this study, the researcher applied the probability sampling design to randomly determine 113 technicians as the samples of study. This study primarily used Multifactor Leadership Questionnaire by Avolio and Bass (2004) which contain 20 items that measure respondents' attitudes toward the practice of

transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). This scale measures four dimensions and has five items. For the measurement scales, the researcher used a 5-point Likert scale for the whole items (1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree). A study by Nusair et al. (2012) provided the values for Cronbach's alpha of all dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration and innovative behavior) in this section were 0.84, 0.92, 0.88, 0.85, and 0.94, respectively indicating very strong reliability. The Individual Work Performance Questionnaire (IWQP) developed by Koopmans et al. (2015) was used to measure the job performance variable. This instrument comprises three dimensions which are task performance (5 items), contextual performance (8 items), and counterproductive work behavior (5 items). The researcher also used a 5-point rating scale (0 = seldom to 4 = always for task and contextual performance, and 0 = never to 4 = often for counterproductive work behavior). The reliability of this questionnaire also has a high value of Cronbach's alpha, which is 0.83 (Ramos-Villagrasa et al., 2019).

Findings and Discussions

Demographic Profile

Based on the distributed questionnaire, majority of female respondents (55.6%) and most were aged between 25 and 30 (53.0%). The study also found Malay race contributed the highest number of respondents (81.2%) compared to other races in Malaysia. In term of educational level, most of the respondents possess Malaysia Certification of Education (or Sijil Pelajaran Malaysia) (50.4%) followed by certificates (34.2%), with a few having completed higher education such as diploma or bachelor's degree. Regarding employment tenure, most respondents had been with the organization for 1 to 5 years (87.2%).

Level of Transformational Leadership in a Manufacturing Company at Northwestern of Peninsular Malaysia

Table 1

Findings on Transformational Leadership and its dimensions

Dimension	Mean	Standard Deviation	Level
Idealized influence	4.06	0.740	High
Inspirational motivation	4.05	0.799	High
Intellectual stimulation	3.96	0.811	High
Individualized consideration	4.01	0.759	High
Overall mean	4.02	0.414	High

Table 1 presents the overall mean score for all dimensions of transformational leadership. The overall mean score for the idealized influence dimension is 4.06 (Standard Deviation=0.740) indicating a high level of mean. Thus, it means that the majority of the respondents are aware that the leaders provide works or assignments that are stretch achievable and encourage the subordinates to re-think their ideas. Next, the overall mean score for the inspirational motivation dimension is 4.06 (Standard Deviation=0.799) indicating a high level of mean. This high level indicates that the respondents believed that their manager pays attention to the unique needs of the subordinates and encourages their subordinates to work to their best potential. Besides, the overall mean score for the

intellectual stimulation dimension is 3.96 (Standard Deviation=0.811) indicating a high level of mean. This result shows that the respondents are aware that their top managers change their style and approach according to who they are dealing with and build team identity and morale.

On top of that, individualized consideration dimension is reported to obtain a mean score of 4.02 (Standard Deviation=0.759) and it demonstrates a high level. This indicates that the respondents were aware of the leadership practice shown by their manager through distinct attention upon the unique needs of their followers and how their manager talks optimistically about the future. To sum up findings in Table 1, it is recorded that the overall mean of transformational leadership (Mean= 4.02, Standard Deviation=0.414) is at high level. It demonstrates that employees in the studied company think positively towards leadership aspects which had been practiced in the company such as the way a manager encourages their subordinates to work to their best potential, suggests new ways of looking at how to complete assignments, and achieves goals through realistic planning. This is because they have to foster an environment where others are encouraged to embrace and apply new perspectives.

Level of Job Performance among Technician in a Manufacturing Company at Northwestern of Peninsular Malaysia

Table 2
Findings in Job Performance and its dimensions

Dimension	M	SD	Level
Task performance (TP)	4.09	0.713	High
Contextual performance (CP)	3.66	0.953	Moderate
Counterproductive work behavior (CWB) (reversed item)	3.55	1.10	High
Overall Mean for Job Performance	3.75	0.427	High

Table 2 presents the mean scores for all dimensions of job performance. It is highlighted that the mean score for the task performance dimension is 4.09 (Standard Deviation =0.713) indicating a high level of mean. This finding elucidates that the respondents managed to plan their work so that it was done on time and able to set priorities. In terms of contextual performance, it is reported that the mean score is at moderate level with value of 3.66 (Standard Deviation = 0.953). This high level indicates that the respondents are aware of how they started a new task on their own initiative when the old task is finished and also taking on challenging tasks that are available. For the last dimension of job performance which is counterproductive work behavior, the value of mean score is revealed at a high level (Mean= 3.55, Standard Deviation = 1.190). This high level shows that the respondents identified their company as a place where they cannot carry out any conduct that undermines the efficient operation of the organization.

To conclude findings in Table 2, it is identified that the overall mean score for job performance (Mean= 3.75, Standard Deviation =0.427) in the studied organization was at a high level. This high level illustrates that the studied company has a high number of skillful employees in the organization. It signifies that the respondents kept in mind the work result they needed to

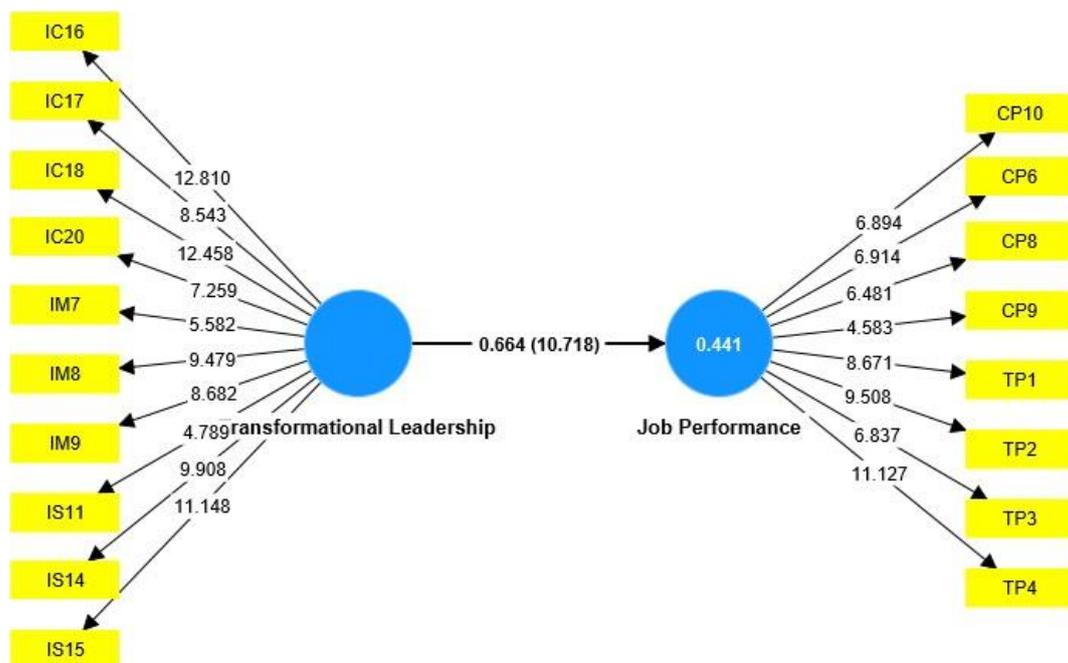
achieve. Furthermore, most respondents worked on keeping their work, and job knowledge, skills up to date. Additionally, most respondents agreed that they never complained about unimportant matters at work. They also never spoke with colleagues, or people from outside the organization, about the negative aspects of their work.

The Effect of Transformational Leadership on Job Performance among Technicians in a Manufacturing Company at Northwestern of Peninsular Malaysia

Table 3

Summary of analysis findings on the relationship between transformational leadership and job performance

Hypotesis	Relationship	Path Coefficient	Standard Error	t value	Decision	R ²
H _a	Transformational Leadership → Job Performance	0.664	0.062	10.718	Supported	0.441



IC = Individualized Consideration, IM = Inspirational Motivation, IS = Intellectual Stimulation, CP = Contextual Performance; TP = Task Performance

Figure 3: Analysis of the model to measure the effect of organizational culture on job performance

This study employed the Statistical Package for Social Sciences (SPSS) version 23.0 and SmartPLS version 4.0.9.5 to conduct analysis for the collected data. SPSS was used for descriptive statistics analysis while SmartPLS was adopted to run structural equation modelling using partial least square (PLS) method. The reason for applying partial least square is because this method allows all constructs to be analyzed at the same time (Thaker et al., 2020). Structural equation modelling was most used in social science studies as it is powerful approach to test theoretically supported linear and additional causal models (Haenlin and Kaplan, 2004). As shown in Table 3, it is the findings of the structural equations modeling

while Figure 3 demonstrates the model that measures the effect of organizational culture on job performance. As explained by Ramayah et al. (2018), the value of R^2 was used as an indicator to identify the effect of transformational leadership on job performance. Findings on Table 3 reveal that R^2 value of 0.441 had confirmed that 44.1 % of job performance is explained by transformational leadership. The results of PLS also demonstrated that there is a significant effect of transformational leadership on job performance through the t-value of 10.718. Besides, path coefficient value of 0.664 indicates that transformational leadership has a positive and moderate relationship to job performance. It implies that when leaders care for their followers as they would like to be cared for, this improves their performance at work. Therefore, the findings supported the hypothesis of the study.

Conclusion and Recommendation

Discussion of Findings

The Level of Transformational Leadership in a Manufacturing Company at Northwestern of Peninsular Malaysia

In this research, a set of questionnaires with four dimensions had been used in which individual consideration, idealized influence, inspirational motivation, and intellectual stimulation was used to measure the level of transformational leadership. Based on the results, respondents felt the leaders of the studied company have practiced a high degree of transformational leadership in their daily tasks. It means that technicians in the studied company think positively towards leadership aspects which had been practiced in the company such as the way leaders encourage their subordinates to work to their best potential, suggests new ways of looking at how to complete assignments, and achieves goals through realistic planning. Among all dimensions, idealized influence dimension contributes the highest mean score among the four dimensions of transformational leadership. This is due to the strong influence by their leaders that motivate others to view them as inspirations. Thus, it means that the majority of the respondents are aware that the leaders provide works or assignments that are stretch achievable and encourage the subordinates to re-think their ideas. Therefore, it can be concluded that the respondents have a good perception towards their leaders' idealized influence attitude that provides them with achievable works or assignments as found by (Jegatheeswari, 2018).

Other than that, the dimension of the inspirational motivation recorded the second-highest mean score. This indicates that the respondents are aware of their leader's effort in encouraging them to work to their best potential and aware of how their manager pays attention to the unique needs of the subordinates. The respondents also claimed that their leaders also build cooperative relationships with immediate colleagues. They know that their leaders value the employees' contributions and encourage them to work to their best potential and consider individuals having different needs, abilities, and aspirations from others. Furthermore, respondents were satisfied that their leaders value their contributions. In addition to that, when there are any problems that arise during working hours, they will be able to look at the problems from various angles. Therefore, this result is aligned with the findings in the study by Cortellazzo et al (2019), that stated transformational leaders may express a compelling future vision, inspiring and challenging their team members to strive for higher standards.

The next highest mean score was gained by the individual consideration dimension. This proves that the respondents are aware of the way their leaders articulate a compelling vision of the future through their optimistic talk of the future. Individualized consideration denotes the leadership practice wherein leaders strive to establish alignment between individual aspirations and organizational objectives. The high mean score of individualized consideration could be due to how the manager talks enthusiastically about what needs to be accomplished that inspires confidence in the value of their argument. In fact, most of the respondents claimed that their leaders inspire confidence in the value of their argument. Therefore, it can be concluded that respondents have a great perception towards the individualized consideration shown by their leaders which is the key factor in obtaining a high level of transformational leadership. This can be supported with a study conducted by Ismaya (2017) stating that individualized consideration is a key factor in achieving a high level of transformational leadership, as it helps treat each individual as a unique person and develop their potential.

The last dimension of transformational leadership, which is intellectual stimulation, also recorded a high level of mean score which indicates how far the respondents noticed how their manager initiates change and pursues goods beyond expectation. This result shows that the respondents are aware that their top leaders change their style and approach according to who they are dealing with and build team identity and morale. Furthermore, they claimed that their leaders initiate change, pursue goods beyond expectation and suggest new ways of looking at how to complete assignments. Intellectual stimulation is the adaptability by employing intellectual stimulation, which involves challenging assumptions, traditions, and beliefs that is exhibited by their manager. This is aligned with a study by Udin et al. (2020) stating that transformational leadership style allows the respondents to have a good perception towards the intellectual stimulation practiced by their leaders in the company thus leading them to overcome any obstacle.

The Level of Job Performance among Technicians in a Manufacturing Company at Northwestern of Peninsular Malaysia

Job performance is an important component to company success because it represents scalable activities, behaviors, and outcomes that individuals engage with or contribute to inside organizations and is characterized by how employee conduct relates to organizational goals. To measure the level of job performance, the researcher used a set of questionnaires that consists of three dimensions which are task performance, contextual performance and counterproductive work behavior. Findings of this study reveal that the level of job performance among technicians in the studied company is at a high level. These findings reflect that the respondents understand their actions and ability to perform effectively task could help to achieve the company's goals.

Based on the detailed inspection of the results, the dimension of task performance was identified at a high level with the highest mean score compared to other dimensions. This shows that the studied population are aware of their essential roles that are included in the job duties in the company. For instance, the employees are able to plan their work so that it is done on time. It means that respondents managed to plan their work so that it was done on time and able to set priorities. Findings also indicate that most of the respondents have the ability to manage their time well. Besides, they also have the ability to keep in mind work

results that need to be achieved and carry out their work efficiently. This is supported by Kumari et al. (2021), that defines task performance as individual actions taken while carrying out clearly defined roles. Therefore, the high level of task performance indicates that the respondents participate in ideal behaviors that encourage good job performance.

The second-highest mean score was recorded by the contextual performance dimension. This directly indicates that the respondents practiced related actions which go past the formally set down job objectives. For example, starting a new task on their own initiative, taking on available challenging tasks, always updating their job and work skills, and actively participating in work meetings. It shows that the respondents are effective at what they have accomplished, which is aided by their own behaviors as well as the workplace's psychological and natural environment. This corroborates the previous study by Ye, (2022) where the results show that person job matching indirectly improves employees' contextual performance by improving their sense of psychological belonging. Therefore, the high level of contextual performance indicates that the respondents have the motivation and devotion that help them work more quickly and efficiently.

Lastly, the dimension of counterproductive work behavior is reported to obtain the least mean score compared to other dimensions. During data analysis, the items in this dimension were coded reversely which swaps the highest score to the lowest score (0=4, 1=3, 2=2, 3=1, 4=0) as the items were originally negatively worded. The result shows that the respondents' understanding of the conduct that undermines the efficient operation of the company while at work is illustrated by the high level of this dimension. It indicates that the respondents focused on the positive aspects of a work situation instead of the negative aspects. This finding is aligned to Ones and Dilchert (2013) that describes the third main element of the job performance construct is engaging in productive work behaviors.

The Effect of Transformational Leadership on Job Performance among Technicians in a Manufacturing Company at Northwestern of Peninsular Malaysia

In order to analyze the effect of both studied variables, structural equation modelling by using partial least square approach was used. The result found that there is a significant effect of transformational leadership on job performance in the studied company. There is a linkage between respondents' perception towards transformational leaders and job performance based on the result. A positive respondents' perception on transformational leadership is likely to result in enhanced job performance among them, especially in executing assigned tasks. This identified effect explains that the more studied population feels more motivated to work and hence do better at assigned work. In other words, this finding claim that a transformational leader may be able to enhance their employee's performance at work. On top of that, this positive significant effect signifies that when transformational leadership is practiced at a higher level in the company it thus improves employee performance at the workplace. This finding corroborates to Khan et al. (2020), where their findings show that a transformational leader upgrades the employees' job performance. In other words, this positive correlation indicates that the higher the transformational leadership is practiced in organizations, the better the job performance among its employees. The current findings also agreed with K and Ranjit (2020) that emphasize the importance of exercising transformational leadership among leaders to promote good job performance among employees. Their study believes that transformational leaders' qualities could enhance employee development by

encouraging the acquisition of necessary knowledge and skills among employees in order to manage challenges in the work environment.

Suggestion for Future Research

As the researcher was able to prove a strong positive effect of transformational leadership on job performance, there are several recommendations suggested to improve transformational leadership and job performance in the studied company. Firstly, the management should improve the working environment through the leaders in the company. It can be achieved by having the leaders adopt a transformational leadership style when working with their subordinates. Secondly, to improve employees' job performance, the company could consider providing incentive to formal learning actions such as technical skills training, and mentoring programs. Mentoring programs or coaching programs can support the employees in their professional growth and prioritization skills. For future research, researchers may consider applying a qualitative approach instead of quantitative research as the precision and detail of the result could be increased. Despite using a quantitative research approach, this study is economical and effectively gathers data from a large number of respondents. Apart from it, it is recommended for future research to be conducted with the participation of various manufacturing companies in different states of Malaysia in order to get thorough results with a variety of locations.

Conclusion

The findings from this research added new insights and evidence to the literature regarding transformational leadership and job performance in the workplace. On the basis of the findings, this study contributes to the relevant literature by confirming that there is a significant effect of transformational leadership on job performance in a setting of Malaysian manufacturing company. In other words, this study leads to the conclusion that the manufacturing industry is also able to contribute significantly to job performance in the workplace by using transformational leadership among employees. This study's outcomes bear practical significance for the development of leadership skills among employees. The results suggest that technicians, categorized as lower-level transformational leaders, wield influence over the performance of team members. Essentially, lower-level transformational leaders who establish frequent connections with their team members may have increased opportunities to instil the organization's vision and shared objectives. Furthermore, in day-to-day interactions, they can offer emotional support to team members experiencing challenges or promptly assist them in overcoming tasks with innovative solutions. Consequently, lower-level transformational leaders can enhance team members' engagement in their work through regular interactions and these supportive behaviours. Drawing from research on leadership development (Lai et al., 2020), it is evident that training programs play a pivotal role in helping individuals acquire and enhance transformational leadership qualities. These programs enable leaders to refine their coaching skills, including goal setting for the team, effective communication of these goals to members, motivation of members to achieve objectives, devising creative problem-solving strategies, and providing encouragement during challenging situations.

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