

# Transformational Leadership Style and Work behavior of subordinates: A study of Private sector in Oman

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## Abstract:

In organizations, success has not just attained through financial excellence, but also over human resources who are 'physically' & 'psychologically' stable and that is, why sustaining a harmonized work culture is hugely significant and concern for every company's Leader. Organizations require a team of committed, competent & positive mind employees who can always contribute to the existence of their company in this dynamic, growing scenario, But with this fast pace of the competitive world, management is lacking in giving due consideration to their employee understanding along with their performance supervision.

Thus, this paper would attempt to determine whether there is any relation between the superior's Transformational leadership style with subordinates work behavior in private sector. This finding revealed that in private sector Transformational leadership style found to be statistically significant but hold negative relation with follower's counterproductive work behaviors.

*Keywords:* Transformational Leadership styles, supervisors, subordinates, counterproductive work behaviors

## Introduction:

Leadership promotes and outlines the company's strategies, their implementation and success, by inspiring its followers to perform a task beyond anticipated firms' goals. Similarly, poor style of leadership, frame employee's devotion either to leave the 'job' or might even involve in work behaviours'. Employee inadequate performance due to weak guidance by the leader conveys negative implications on the capability of leadership, which stimulate and hold employees for terrible organizational performance (Broersma, 2004).

It was noted that about 33 to 75% of all employees usually get engaged in harmful activities like fraud, stealing, damage, and sabotage. Such activities are essential to be measured and controlled, subsequently as it too comprises psychological and social costs. Detecting such costly phenomenon, in terms of money to firm & psychologically to the employees, it is an immense challenge for every leader in the organization. Specifically, for the banking sector, where employees are facing much pressure due to dynamic technological changes.

Literature analysis that there are diverse forms of counterproductive work behavior and several types of research found that the factors to reduce such actions comprised of employees' personal-individual factors and organization-situational factors. Further conferring about the organizational situational factor, the leader's attitude and their leading style have played an essential role in the employee's positive and negative performance outcomes.

Leadership style means practicing power and stimulating to direct the actions of followers for the accomplishment of organizational goals. Meanwhile, different leadership style has a direct or indirect effect on their follower's work performance among them. Leadership build the work atmosphere both in terms of objective efficiency, and of subjective perceptions of employees, there are substantial 'evidence' that transformational style is effective in encouraging constructive follower satisfaction, inspiration, performance and organizational outcomes (Bass, 1996; Wofford, Whittington, & Goodwin, 2001). The transformational leaders believe, trust their followers, and help each other for an advanced level of morale and inspiration (Burns 1978). Further, it was stated that five dimensions build transformational leaders i.e., idealized influence attributes, idealized influence behavior, inspirational motivation, individualized consideration, and intellectual stimulation (Bass & Riggio, 2006). TFLS can captivate as a role model for their subordinates, which encourages innovations, admire the followers, and act as a mentor for them. Thus, through this follower identify, their supervisor wishes to match their aspirations, found an expert in owning extraordinary attributes for transformation in the organization. Every leadership style interplay different role for the outcomes of interest, it was observed that vocal aggression from managers linked with deviant acts (CWB) of organizational followers and intentions to leave the organization also increase (Marrs, 2000).

Counterproductive work behavior are cautious destruction of the organization's rules & strategies by an individual or a group that can risk or harm the wellbeing of any company and its citizens. (Rotundo & Sackett 2002). CWBs are the set of discrete actions, that shared the features which deviate to accidental or directed to damage or indirectly aim to harm the company and its stakeholders like employees, 'clients,' 'co-workers,' even 'customers,' and supervisors (Fox, Spector, and Miles, 2001). It may also happen in the frame of slight conflicts or bullying (Ayoko, Callan, & Härtel, 2003), further coming late or leaving early, spreading rumours is in or outside organization (Y. hu, 2015) can also predict CWB. It could also associated with 'procrastination', like, 'time theft', that is, by wasting employer's time for private benefits (Lorinkova & Perry, 2014), or 'absenteeism', by not being present at work, or 'presenteeism', being physically present at work but engaging in some other irrelevant or off-task behavior, or, theft, and abusing job companies property (Koopmans, 2011, 2014). Violence, burglary, sabotage, and many other actions of CWB are extremely costly for any organization from the fiscal, image, and human capital perceptions. In addition to that Spector & Fox (1999), stated that CWB acts like a response to several stressors at the workplace, like adverse insights of the work atmosphere as a stressor direct to negative sentiment, which was linked with 'CWB.' Though with these varied conceptions of CWB, one fact yet left, that employees such deviant work behavior incline to decrease the overall organization performance and productivity (Robbins, Ford, & Tetrack, 2012). Although managers are hunting for a suitable solution to stop such psychological and social costs, even then, this intended or unintended attempt of employee has destructed the organization's growth and also becoming a key hurdle in the individual work performance.

There could be numerous factors that can increase to WB, from literature, it has been insight and drawn that employees' own individual factors and situation factors are the primary reason for such behavior. Relating to this current research, one of the situational factors is supervisor behavior with their subordinates, who are becoming victims of disrespect, unfair, without commitment along with that employees are interpersonally deviant from their leader.

## Review of literature

Organizations continuous to struggle for surviving and sustaining competitive benefits; it is imperative for them to thoroughly recognize the factors that influence employees- high performance-oriented work outcomes. It has observed that high performance job systems can individually be valuable and can also be damaging by producing diverse perceptions in workers. Quality of the relationship between leaders and followers, with different style contexts, could mark the linked among different psychological variables (envy at work) and also with work/organizational behaviors (e.g., CWB). Harari et al. (2016) explores through meta-analysis research, that innovative behaviors were utterly related to task performance & organizational citizenship behaviors, and undesirably related to counterproductive work behaviors. It was explored that, People who gain higher levels of work satisfaction incline to have proper levels of task performance, and a good sense of citizenship but fewer levels of counterproductive behavior (Jason A, 2015). It was also noticed in one study that employee job tenure has no relationship with counterproductive work behaviors (Ng and Feldman, 2013, Priesemuth 2013), which means CWB can arise in any of the job phases. Further concerning the behavior of older employees in age, found to be positively reliable, authentic, and trustworthy for their company, while younger workforces displayed WB more in their comparison (Posthuma and Campion, 2009). About leadership style, many researchers have examined that transformational & transactional style positively visualize an extensive variability of performance outcomes with an individual, group, and organizational levels (Bass and Bass, 2009). While enriching the literature, this paper confirmed that if leader's emphasis on making a positive atmosphere as well as intensively care & also oversee employee's emotion, then this could be an effective technique to remove the existence of CWB. While also, if subordinates could feel that they are being mistreated or that their manager fails to notice their constructive contribution, it can induce CWB majorly. The absence of 'transformational leadership' could be measured as dangerous as a 'stressor' in life. If managers lack in inculcating of trust and respect with pride, shared vision & skills to convey a 'sense of mission' (Lowe, 1996), followers might even leave their company or may stay with negative emotions and CWB. Besides, Townsend, along with his colleagues (2000) mentioned that managers described a higher incidence of CWB against the company between subordinates due to weak exchange relationships. Therefore its urgent to measure and control such behavior, Berry et al. (2012) explained that self-reports of (CWB) found to be more feasible than other ratings system, other could be biased with co-worker rating and generally peers, supervisors rate an employee's performance on basis of their overall impression as an employee instead of thinking about performance dimension. (Dalal, 2005; Viswesvaran et al., 2005). It has been always recognized that human resource development has imperative and positive relationship with organizational growth, so It was endorsed that additional efforts must be put on evolving the human capabilities for overall economic growth. (Michael, Richard 2019). Leadership style always found to be significant among leader, employee and the organization performance, Manjari Srivastava (2017). Factors of transformational leadership style found more effective in developing emotional commitment among Male leaders, Shikha (2013). Lalit Kumar (2016), Research claimed that factors of transformational leadership were effective in handling various challenges related to business policy and further recommended to all strategist and executive to adopt transformational attributes. Although there were quite many past research outcomes on the significance of leadership and its impact on their followers, very few had attempted to examine the leader's relationship with their follower's counterproductive work behavior performance. This paper will discourse the literature gap on "how leadership styles relate to employees' feeling of revealing CWB, particularly in the bank context. The study aimed to address an employee's feeling or the occurrence of CWB due to the functions of the leader style. The relation of factors of transformational leadership on subordinates' CWBs was examined through a standardized scale, which had been extensively verified in the literature. The findings recommended that 'transformational leadership' must be adopted in the quest to reduce CWB. Additionally, it would theorize that bank employees who are rude with others at the workplace were assessed negatively, but not generally when they have 'high-quality relationships' with their supervisors or leaders, further they realized as a high performer also

## Research Methodology

The quantitative method was adopted, to gather primary data from 222 respondents comprising 222 employees from a private sector in Oman. The convenience sampling techniques were used to collect data. In this explorative research, primary data was collected through online questionnaires using two verified tools i.e., Multifactor leadership Questionnaire MLQ (Bass 1999) for measuring leadership style of supervisors, which comprised five factors of transformational leadership which are: (a) Idealized Influence:

Attributed (b) Idealized Influence Behavioural (c) Inspirational Motivation (e) Individualized Consideration and secondly the subordinates counterproductive work behavior, was measure on five items based on (complaining behaviour, extending unnecessary issues, engaging in off-task behavior, negative spokesperson, company Image Destroyer) of individual work performance questionnaire IWPQ scale (Koopman et al., 2014; Rotundo & Sackett, 2002; Viswesvaran & Ones, 2000). Descriptive and inferential statistical analysis was conducted for analysis of data

based on objectives of the current study i.e., T-test and Pearson correlation and regression method.

## Objective of the study:

1. To Determine the superior's transformational leadership style and subordinates 'counterproductive work behavior in the private sector.
2. To Identify the relationship between superior's transformational leadership style and subordinate's 'work behavior' in private sector

## Data Analysis

**Table :1 Descriptive statistics of group variable Analysis of transformational leadership styles with its five Factor**

Variable	Mean	Median	Mode	Std. Deviation	Range
MLQ-Scale					
IA	3.43	3.50	4	.894	4
IB	3.53	3.75	4	.840	4
IC	3.17	3.25	4	.868	4
IM	3.52	3.50	4	.799	4
IS 3.37 3.50 3 .832 4	3.37	3.50	3	.832	4
TFLS 3.41 3.53 3 .738 4	3.41	3.53	3	.738	4

The results revealed in the table 1, that the bank supervisors owned transformational (TFLS) leadership traits, as the score displayed TFLS style often with the mean value of (M=3.41) & the standard deviation (0.738) .

Among the five factors of transformational style, managers exhibit the highest behavior pattern of idealized influence behavior, means leaders who encourage pride in workers for being allied with them with Mean=3.43 (SD-.804), followed by inspirational motivation M= 3.52 (SD- .700),. Thus, outcome depicts that supervisors exhibit inspirational motivation and idealized influence behavior the highest in comparison to other factors and superiors are least showing the pattern of individualized consideration, which means leaders are not focusing much on followers need and aspirations personally. Thus, this calls for inducing such factors in a leader's behavior which increases and influences employee's performance positively.

**Table: 2 Samples Statistics of Mean, Standard Deviation and 't' values of employee work behaviour**

Research variables	N	Mean	St. Deviation	St. Error mean	t	df	Sig.(2-tailed)
Work behavior	212	2.2783	.89850	.06171	-1.216	417	0.225

Work behavior Performance: in table 2, on the employee performance construct scale, the WB discussed the negative issues & culture of their organization, the employees are focused on non-performing elements and believe in criticizing the organization's work setting. The result showed, that WB has a low score which indicates the low level of such negative performance (M = 2.2783, SD = .8985). This depicts that the negative work behavior performance of subordinates stands low, which means, somehow, they are least discontented with their company and with their supervisors

**Table 3. Multiple Regression for Transformational Leadership Style with Work Behavior**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.382a	.146	.128	.87324

Predictors: (Constant), TFLS

Dependent Variable: CWB

The multi regression model with five independent factors of transformational style explains 14.6% of the variance of subordinate counterproductive work behaviour performance . The adjusted R2 indicates no over-fitting of the model and that the results are generalizable from the perspective of the ratio of observations to variables in the equation.

## Finding

The findings of the paper uncovered that though, supervisors have adopted transformational leadership styles with the average mean score. However, subordinates, it shows a lesser amount of work behavior. Further, the superior's transformational style found to be non-significantly related to WB, Thus the result supported in determining the relation of 'leadership styles' to predict the negative work behaviors of employees.

From this study, a comparison was also conducted, where the subordinate's counterproductive work behavior dimension was found with no significant difference.

It means employee has a similar level of CWB performance, without significant differences, it may be due to increasing maintenance and monitoring of employee well-being in, which is necessary to retain employment with a healthy mentality in both the sectors. Among all factor's intellectual stimulation and inspirational motivation of supervisors' transformational style had negatively influenced the most, that means if supervisors adopted these factors directing their employees than this would return positive performance among them and employees' negative counterproductive behaviour towards their organization would reduce in large.

## Recommendations

Based on the result of this study, leaders were suggested to increase their behavior pattern of inspirational motivation, as this factor found negative relationship with WB in the study, that means if leaders would induce such factor in their style of transformational leadership than this would assist in reducing WB of their followers. It was suggested that Leaders must give work challenges to followers. In return, followers would demonstrate their commitment to goals and the shared vision with high team spirit, which would help to reduce the employees' negative attitude towards the organization and their citizens. Further, individualized consideration, along with IIA and IIB, could also decrease employees' counterproductive work behavior. So, leaders must try to adapt such factors for increasing the supreme performance of their followers and must focus on cutting down harmful and destructive behavior of subordinates.

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