The Impact of Transformation Leadership on Employee's Effectiveness (The Case of Ministry of Higher Education and Scientific Research, Kurdistan Regional Government, Iraq)

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Abstract

Leadership plays a critical role in the management of any organization and establishing the right style of leadership is one of the fundamental aspects that cannot be undermined. While there are different modes of leadership, the transformational style has been vastly employed and found to be highly effective. Transformational leadership encompasses the tendency to transform the values and norms of employees as the manager strives to motivate employees in a way that motivates them to deliver performances at an optimal level. It thrives on the interactions that are directed at achieving a collective purpose in a manner that motivates, enhances and transforms the actions and ethical leanings of the subordinates. In this study, the researchers examined the impact of transformational leadership on employee effectiveness at the Ministry of Higher Education and Scientific Research in the Kurdistan Regional Government. The sample size included 76 participants that were made to give their assessment through a 24-item questionnaire that was rated using a Likert scale of 1 – 5. The data obtained from this study were analyzed using SPSS 20, and tests for regression and Pearson's correlation coefficient were run. The result showed that inspirational motivation had the greatest impact on employee effectiveness in our case study.

Keywords: *Leadership; Transformation Leadership; Motivation; Performance; Employee's Effectiveness*

1. Introduction

Every organization is established to direct its activities towards the actualization of certain goals, and this can only be guaranteed when efforts are made with respect to the vision and mission of the organization (Ahmed et al, 2017). Since there are various entities with varying opinions within different organizations, achieving a common goal may become an uphill task without the right structural framework being instituted (Najm et al, 2019). It is to this end that it forebears to have, in place, an appropriate leadership model that would bring about sustainability through prompt and regular delivery of services (Karim et al, 2016).

Apart from accountability, sense of control developmental opportunities and autonomy, sound leadership is viewed as another major influential factor that affects employee engagement (Towers & Perrin, 2003). Although there is this notion - which may be ill-conceived - that subordinates will ultimately follow the lead of the manager placed over them; findings show that this does not always hold forth (Datche & Mukulu, 2015). Hence, there is a need to clearly defined the leadership structure that would be effective in specific scenarios (Wali et al, 2016).

Transformational leadership encompasses the tendency to transform the values and norms of employees as the manager strives to motivate employees in a way that motivates them to deliver performances at an optimal level (Yukl, 1999). Managers with the transformational style of leadership are known to be charismatic (Larsson et al., 2015) and they aim to inspire their subordinates to put in their best (Bass, 1985) as they work towards meeting organizational goals. This group of managers is often needed in situations whereby employees are performing below par (Jiang et al., 2016) or in fields where the rate of employees 'turnover is usually high (Jiang et al., 2017;; Mohammed, 2019; Abdullah et al, 2020). Besides turnover rate and employees 'performance, transformational leadership also have an impact on the performance of the team (Zhang et al., 2011; Saeed et al, 2018), as well as, overall organizational effectiveness (Bass & Avolio, 1993). Transformational leaders have been observed to evoke a greater level of authorization, motivation, cohesion, and satisfaction in their followers (Hoyt & Blascovich, 2003; Wali et al, 2016).

Burns was the first to propose the theory of transformational leadership (21) but the theory was further broadened by Bass who went on to propose four different dimensions of this style of leadership (Bass, 1999; Bass & Avolio, 1994); the dimensions include that i) Idealized influence, whereby the manager/leader engages his/her subordinates in such a way that evokes trust, making them follow his/her lead seamlessly; ii) Inspirational motivation wherein the manager/leader shares the vision of the organization with his/her subordinates with the aim of motivating them; iii) Intellectual stimulation behaviour whereby a manager/leader spurs the innovative tendencies of his/her subordinates, challenging them to put in their best; AND iv.) Individualized consideration whereby a manager/leader is particular about the individual needs of his/her subordinates. These dimensions basically go to show how the behaviours of a leader could affect the productivity of employees with the perceived higher rate of satisfaction and commitment (Erkutlu, 2008; Mohammed, 2019; Sadq, 2019). According to Simola et al. (2012) transformational leadership is the model of leadership that thrives on the interactions that are directed at achieving a collective purpose in a manner that motivates, enhances and transforms the actions and ethical leanings of the subordinates (Daroon et al, 2019).

2. Literature Review

In a bid to see whether the fundamental theories of leadership in the existing literature can portray any differences, Hooijberg and Choi (2001) researched private and public sector employees. They linked leadership roles with varying behaviours of challenging value frameworks to find out which one would exert a greater amount of influence on perceived effectiveness in different sectors. In the end, their study

shows that, in the public sector, the perceived efficiency of leadership is by a huge margin, greatly affected by the monitoring and facilitating role.

Gardner (1990) contends that all human institutions have the propensity to change, and because society and organizations are living organisms, change cannot be avoided or stopped. Leaders must come to know and understand the reasons for which human systems are unsuccessful from time to time and the way and manner in which the procedures of change may be launched with dynamism. The idea behind changes in leadership behavior may be to revamp and redefine values, to reinvigorate systems that are not performing as a result of outdated practices and concepts that lack dynamism, to restore ambitions that have been discarded and establish new goals and objectives that key seamlessly into conditions of the present, to reach new viewpoints on solutions to problems, or to support ground-breaking human dynamics and unremitting growth (Ali et al, 2018). At this point, it can be said that while transactional leaders accept and work within the confines of existing systems, transformational leaders prefer change and reinvention (Gardner, 1990).

Bolkom & Eastham (2011) insisted that, both in the internal and external setting of an organization, Leaders who painstakingly pay heed to those present in the internal setting of the institution enjoy improved understanding of the models utilized in transformational alterations and course rectifications as opposed to those who fail to do so, "provided that the organizational. Climate encourages people to tell the truth and provide useful feedback and information (Sadq et al, 2018). On the other hand, transformational leaders who pay undivided attention to reactions and criticisms from the external environment of the organization have an increased ability to "incorporate recent research findings, stakeholder opinions, new ideas and 'best practices' into their professional and organizational development processes" (Aljaf & Sadq, 2015).

Bennis and Nanus (1985) pointed out that "transformational leadership, reflects the community of interests of both leaders and followers; indeed, it frees up and pools the collective energies in pursuit of a common goal". In attempting to have a better insight into the collective needs and wants of the followers, the leader employs what is described by the writers as a "symbiotic relationship" (Merkhan et al, 2017; Abdullah et al, 2019). The said relationship merges the leader's capacity to understand the needs of individuals within the established goals of the organization. In the end, the main intent is to establish goals that tackle the collective ambitions of all, which in turn results in the overall growth of the organization (Aljaf et al, 2019). They portrayed transformational leaders as being "causative". This group of leaders possesses the capability of setting up institutions that inspires and emboldens followers to take care of their individual/personal needs by way of meaningful and productive roles in the organization. Furthermore, Bennis and Nanus posited that leadership is morally purposeful and should be elevating.

With the aid of a Group Decision Support System, a longitudinal study of 36 undergraduate student workgroups carrying out a creativity task, was conducted by Sosik et al. (1997). They evaluated the effects of leadership style on group effectiveness and found that transformational leadership had both a direct and indirect relationship with performance of the group. They assessed how the effectiveness of the group is affected by leadership style and then discovered that transformational leadership had a direct and indirect influence on how well the group performed. Financial performance was found to be one of the most investigated results.

Wang, Tsui, and Xin (2011) evaluated the association between leadership and firm performance using data collated from 739 matched pairs of middle managers and their supervisors within 125 Chinese firms. They discovered the existence of a direct relationship between transformational leadership behaviors that pay undivided attention to the task at hand and financial performance. On the other hand, the relationship that is obtainable between transformational leadership behaviors that focus on relationships and financial performance was brought about by the attitude of the employee.

Naeem and Khanzada (2018) carried out research on the connection between transformational leadership, the job performance of employees, and the mediation of job satisfaction in the health sector of

Pakistan. In accordance, the results of their study point out that transformational leadership plays a noteworthy role in job performance. Qualities of transformational leadership encourage employees thus influencing them to perform at a higher level.

Reep and Grier (1992) discovered that transformational leaders send signals to their followers that motivate them to assume responsibilities and leadership roles. The principal committed to the cause of taking risks in some actions is obliged to make provisions for a fail-safe to support those teachers who are eager to take risks. The inability to achieve fixed goals when experimenting is considered by the transformational leader to be momentary hindrances or obstacles and appropriately makes this known to the staff (Sadq et al, 2018; Faeq et al, 2020). By initiating new programs, monitoring their success and recognizing failure, the leader models risk-taking strategies for the staff (Wali et al, 2016; Mohammedamin et al, 2018). The leader demonstrates risk-taking strategies for the staff through the instigation of new programs, keeping watchful eyes on the success and identifying failure. In doing this, the leader switches and evolves from the more traditional role into a facilitator. Additionally, they highlighted various scenarios where increased efficiency was realized consequent upon the delegation of responsibilities.

2.1. Inspirational Motivation and Employee Effectiveness

Employing inspirational motivation, transformational leaders are able to effectively share the mission and vision of the organization with their subordinates in order to ensure the actualization of goals and also boost their confidence thereof (Bass & Avolio, 1994; Sadq et al, 2018). In this respect, vision is usually measured by tracking the frequency at which such properties like metaphors, basic emotional demands and symbols are utilized to create better awareness and understanding of the task to be accomplished. (Densten, 2002). Basically, inspirational motivation is aimed at making employees self-reliant to the extent that they are able to perform their functions to a highly productive end (Synder & Lopez, 2002) even without the supervision of the leader (Avolio et al., 1991).

2.2. Intellectual Stimulation and Employee Effectiveness

By intellectual stimulation, leaders look to trigger the creative tendencies of their subordinates, and as a result of this, they encourage their subordinates to come up with fresh ideas and strategies (Riggio & Orr, 2004). As these leaders seek reinvention, they are quite gracious and do not excoriate them for having divergent/varying opinions from their (that is, the leader) own; rather they provide the necessary support their subordinates need to take risks when need be (Sadq et al, 2018; Avolio, 2004). The heightened level of creativity attainable when leaders intellectually stimulate their followers is very essential in helping organizations resolve problems that are work-related (Redmond et al., 1993).

2.3. Idealized Influence and Employee Effectiveness

A leader with idealized influence is expected to be charismatic and one who gives credence to ethical standards as he/she effectively communicates what has been envisioned to his/her followers (Ngaithe et al., 2016). These characteristics, especially the communication skills of the leaders, are essential in helping the followers understand and actualization of the organizational vision (Avolio & Yammarino, 2012) hence boosting their effectiveness; more so, this occurs as a greater sense of commitment and engagement in organizational processes is inculcated into the employees (Kark et al., 2013, Ahmad et al, 2019). The observation of individualized consideration in an organization is important in ensuring that the employees reflect a higher rate of performance which is consequently telling - albeit positively - on the organization's rate of productivity.

2.4. Individualized Consideration and Employee Effectiveness

Individualized consideration borders on leader paying attention to the needs of every individual employee [under his/her leadership] with the over-arching objective of helping them to comfortably fill and become highly functional (in) their post (Ahmad et al., 2014; Ali et al, 2017). To this end, the leader positions himself/herself as a coach who trains his/her followers towards delivering on the goals and objectives of the organization (Long et al., 2014; Othman et al, 2020). A leader who upholds individualized consideration will relate with his/her subordinates based on the level of knowledge, competencies, and talents each of them portray (Datche & Mukulu, 2015; Omer et al, 2017) thus making allocation of duties less cumbersome and/or tailored for every individual's capabilities - this does not, however, mean the employees will be assigned task that is less challenging.

3. *Methodology*

3.1. Statement of the Problem

Though there have been widespread studies on the influence of leadership on employee performance with different organizational structures used as a case study. However, since there are workers from different backgrounds with varying attitudinal disposition, and bearing in mind that the needs of organizations vary, having a one-size-fits-all style of leadership or framework may be ill-conceived. It is to this end that it becomes inevitable to examine the extent to which various modes of leadership work across various sectors. Hence, I have sort to look into how transformational leadership can affect the effectiveness of the employee in the educational sector.

3.2. Research Objectives

The aims and objectives of this study are stated as follows:

- To determine the impact of transformational leadership on employee effectiveness at the Ministry of Higher Education and Scientific Research, KRG.

- To evaluate the dimensions of transformational leadership and determine which one has a major impact on the workforce

- To determine the factors(s) that has the highest impact on the employees

Research questions

It is in addressing the objectives of this study that the following research questions are asked:

- Does transformational leadership have an impact on employee effectiveness at the Ministry of Higher Education and Scientific Research, KRG?

- In the event of transformational leadership influencing the effectiveness of the employee; which factor(s) has (have) the highest impact?

3.3. Research Hypotheses

H_1: Individualized consideration is positively correlated with employee effectiveness

H_2: Inspirational motivation is positively correlated with employee effectiveness

H_3: Idealized influence (attributed) is positively correlated with employee effectiveness

H_4: Idealized influence (perceived) is positively correlated with employee effectiveness

H_5: Intellectual stimulation is positively correlated with employee effectiveness

3.4. Research Methods

This (quantitative) study was conducted using data collected from employees working at the Ministry of Higher Education and Scientific Research of the Kurdistan Regional Government as a case study. A total of 104 questionnaires were given out and 76 of these were returned satisfactorily completed, making it approximately 73% return rate; this percentage is considered to be satisfactory bearing in mind that Borg & Gall (2003) posited that 30% of the total population presents a good representation for any study. The questionnaire used in this study is a 24-item type with majority of items (items 1 - 20) drawn from the Multifactor Leadership Questionnaire (MLQ) - specifically the subscale that covers transformational leadership - while the remaining items (21 - 24) were added to evaluate the effectiveness of the participants upon following the leadership style in place in this study.

More precisely, the aspect of the questionnaire that deals with transformational leadership are divided into five sections - with each consisting of 4 items - to highlight how the different dimensions of transformational leadership impact employee effectiveness. Items 1 through 4 concern measures of individualized consideration; items 5 - 8 deal with measures of inspirational motivation; items 9 - 12 are on attributed idealized influence; items 13 - 16 concern perceived idealized influence and items 17 through 20 are about measures of intellectual stimulation. Each of the items were scored using the Likert scale (of 1 - 5): 1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree.

The data obtained from the participants in this study were analyzed using Statistical Package for Social Science (SPSS) version 20 with parameters such as linear regression and Pearson's correlation coefficient evaluated. Additionally, the mean and standard deviation of the collated data were also calculated.

4. Results and Discussion

Consequent upon the result and analysis of the data collated in this study, I shall now proceed to discuss the findings by focusing on the response of the participants based on the score on each item.

On individualized consideration

Item 1: The manager devotes time to teaching and coaching about the job at hand.

Most of the participants (72.36%) strongly agreed that their manager/leader is committed to providing some degree of motivation through coaching and teaching them about the task to be performed. Based on the overall score, it is obvious that there is no contrary opinion in this regard as the remaining (27.64%) also agreed - even though not strongly.

Item 2: The manager sees and treats me as an individual rather than taking me to be just another group member.

Fifty-four participants (71.05%) strongly agreed that their manager treated them as individuals rather than just another member of the team while the remaining only agreed to this fact; this gives an insight into how concerned these managers are about the values and talents of each individual under their authority.

Item 3: The manager is helpful in developing my strengths.

In this respect, all the participants exhibited varying degrees of agreement with 76.31% going for the "strongly agree" option while 23.69% went for the "agree" option.

Item 4: The manager gives consideration to my specific needs, capabilities, and aspirations.

Still maintaining the trend, the participants were in agreement that the manager considers their specific needs, capabilities, and aspirations - 60 (78.9%) settling for the "strongly agree" option and the remaining 16 (21.05%) of them picking the "agree" option.

On the whole, from the findings - as highlighted in this discourse above - it can be drawn that the managers at the Ministry of Higher Education and Scientific Research at the Kurdistan Regional Government gave consideration to the individual needs and development of those that they are leading.

Table 1: showing descriptive statistics for the measure of individualized consideration

	Mean	Std. Deviation	N
EE	4.61	.544	76
IC1	4.72	.450	76
IC2	4.71	.457	76
IC3	4.76	.428	76
IC4	4.79	.410	76

Table 2: showing pearson's correlation coefficient for the effect of individualized consideration on employee effectiveness

		EE	IC1	IC2	IC3	IC4
Pearson Correlation	EE	1.000	.039	-.144	-.121	.160
	IC1	.039	1.000	-.265	.002	-.030
	IC2	-.144	-.265	1.000	.122	.169
	IC3	-.121	.002	.122	1.000	.092
	IC4	.160	-.030	.169	.092	1.000
Sig. (1-tailed)	EE		.370	.107	.150	.083
	IC1	.370	.	.010	.494	.397
	IC2	.107	.010	.	.147	.073
	IC3	.150	.494	.147	.	.215
	IC4	.083	.397	.073	.215	.
N	EE	76	76	76	76	76
	IC1	76	76	76	76	76
	IC2	76	76	76	76	76
	IC3	76	76	76	76	76
	IC4	76	76	76	76	76

From table, it can be observed that the items on the manager impacting on his/her subordinates and the consideration given to individual needs and aspirations were positively correlated with the effectiveness of the employees even though the correlations were weak, but the other two items under measures of individualized consideration were negatively correlated to employee effectiveness. Further reviewing the result, it can be seen that it is only item 1, which is about the manager coaching his/her subordinates that had the most significant impact on employee effectiveness when putting individualized consideration under scrutiny in the organization being used as a case study. The regression showed that only 7% of the variance in employee effectiveness was due to individualized consideration and the p-value was not significant meaning that measures of individualized consideration may not be sufficient enough to predict the effectiveness of the employees in the Ministry.

Table 3: showing regression analysis for measures of individualized consideration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.264ᵃ	.070	.017	.539	.070	1.332	4	71	.266

Predictors: (Constant), IC4, IC1, IC3, IC2

On inspirational motivation

Item 5: The manager is optimistic about what the future holds.

56.57% of the participants in this study strongly agreed that their managers are optimistic about the future while 42.11% just only agreed to this with the remaining 3.94% going for the "neutral "option. This could serve to motivate the employees in the Ministry to some extent. The leaning of a couple of the employees towards the "neutral "option may, however, imply that not all of them agree in this direction.

Item 6: The manager speaks about the feat that has to be achieved with enthusiasm.

47 (61.84%) of those that took part in this study picked the "strongly agree "option in response to the item about the enthusiasm their managers portray towards speaking about set goals while 27 (35.52%) picked the "agree "option and 2 (2.63%) were neutral in their response.

Item 7: The manager clearly states a compelling vision about future prospects.

When responding to the effort that the manager reflected when it comes to communicating the vision of future prospect to them, 44 (57.89%) of those in the sample size strongly believed that their manager effectively relate the vision to them, 29 (38.15%) just agreed and the remaining 3 (3.94%) were neutral.

Item 8: The manager is confident about the actualization of set goals.

There appears to be a sound belief about the manager in the Ministry exhibit confidence as they strive to achieve certain goals and objectives as 63.15% (48) selected the "strongly agree "option and 34.21% (26) went with the "agree "with the rest settling for the "neutral" option. Summarily, it can be said that the managers at the Ministry used as a case study here give their subordinates a ground from which they can draw some inspiration as they contribute their quota to their development of the organization.

Table 4: showing descriptive statistics for the measure of inspirational motivation

	Mean	Std. Deviation	N
EE	4.61	.544	76
IM1	4.55	.526	76
IM2	4.59	.546	76
IM3	4.54	.576	76
IM4	4.61	.544	76

Table 5: showing pearson's correlation coefficient for the effect of inspirational motivation on employee effectiveness

		EE	IM1	IM2	IM3	IM4
Pearson Correlation	EE	1.000	.866	.978	-.077	.052
	IM1	.866	1.000	.841	-.073	-.020
	IM2	.978	.841	1.000	-.097	.079
	IM3	-.077	-.073	-.097	1.000	.050
	IM4	.052	-.020	.079	.050	1.000
Sig. (1-tailed)	EE	.	.000	.000	.253	.327
	IM1	.000	.	.000	.266	.433
	IM2	.000	.000	.	.203	.248
	IM3	.253	.266	.203	.	.333
	IM4	.327	.433	.248	.333	.
N	EE	76	76	76	76	76
	IM1	76	76	76	76	76
	IM2	76	76	76	76	76
	IM3	76	76	76	76	76
	IM4	76	76	76	76	76

Positive correlations existed between employee effectiveness and optimism, as well as, the level of enthusiasm expressed by the manager, and this was found to be highly significant. Also, there was positive correlation was observed between the confidence exhibited by the manager towards the actualization of set goals - even though this was not significant - but such a relationship was not found when it comes to the manager clearly stating the vision about the future prospect. Furthermore, the regression analysis revealed that 96.3% of the variation in employee effectiveness as a result of inspirational motivation and this was also significant.

Table 6: Showing Regression Analysis for the Measures of Inspirational Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Chage
1	.981[a]	.963	.961	.107	.963	461.903	4	71	.000

Predictors: (Constant), IM4, IM1, IM3, IM2

On idealized influence (attributed)

Item 9: The manager's association with me evokes some feeling of pride in me.

With regards to how the manager's rapport brings a sense of pride to his/her subordinates, most of the participants appeared to affirmative as 46 (60.52%) and 26 (34.2%) of them respectively chose the "strongly agree "and "agree "options while only 4 (5.26%) were neutral.

Item 10: The manager prioritizes the good of the group over self-interest.

53 (69.73%) that selected the "strongly agree "and 23 (30.26%) that picked the "agree "appeared to be satisfied with the manner with their managers places the interest of the group over self-interest.

Item 11: The manager's attitude commands my respect.

In respect to the item stated above, most of the participants were in agreement - albeit to a varying extent - with that, the attitude of their managers is such that commands respect; 47 participants strongly agreed and 27 only agreed even as the other 2 were neutral in their response.

Item 12: The manager exhibits a sense of confidence and authority.

In this wise, most of the participants (that is 56.57%) tilted towards the "agree "option while 39.47% were okay with the "strongly agree "option and the resting going for "neutral ".

Table 7: showing descriptive statistics for the measure of idealized influence (attributed)

	Mean	Std. Deviation	N
EE	4.61	.544	76
IIA1	4.55	.598	76
IIA2	4.70	.462	76
IIA3	4.59	.546	76
IIA4	4.36	.559	76

Table 8: showing Pearson's correlation coefficient for the effect of idealized influence (attributed) on employee effectiveness

		EE	IIA1	IIA2	IIA3	IIA4
Pearson Correlation	EE	1.000	.147	.314	.034	.029
	IIA1	.147	1.000	-.159	-.035	-.037
	IIA2	.314	-.159	1.000	-.126	-.043
	IIA3	.034	-.035	-.126	1.000	.044
	IIA4	.029	-.037	-.043	.044	1.000
Sig. (1-tailed)	EE	.	.103	.003	.384	.402
	IIA1	.103	.	.085	.380	.376
	IIA2	.003	.085	.	.139	.357
	IIA3	.384	.380	.139	.	.352
	IIA4	.402	.376	.357	.352	.
N	EE	76	76	76	76	76
	IIA1	76	76	76	76	76
	IIA2	76	76	76	76	76
	IIA3	76	76	76	76	76
	IIA4	76	76	76	76	76

Measures of attributed idealized influence were also found to be positively correlated with employee effectiveness but the correlations were not significant. The variation in employee effectiveness traceable to attributed idealized influence as seen in table 9 was 14.8%.

Table 9: showing regression analysis for measures of idealized influence (attributed)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.385ᵃ	.148	.100	.516	.148	3.084	4	71	.021

Predictors: (Constant), IIA4, IIA1, IIA3, IIA2

On idealized influence (perceived)

Item 13: The manager speaks glowingly about the values and beliefs he/she cherishes the most.

The managers in this organization seemed to hold in regards to certain values and beliefs; this is going the responses of the participants, among 69.73% among whom strongly agreed while the rest just only agreed.

Item 14: The manager emphasizes the need for a collective sense of mission among employees.

All the participants - 49 strongly agreed and 26 just agreed - except one agreed to the fact that their managers stress the need to have a collective sense of purpose rather than going on a solo run. This not only promotes the effectiveness of the employee but also boosts team-bonding which could further influence productivity.

Item 15: The manager defines the importance of the group exhibiting a strong sense of purpose.

Still on the manager's disposition towards the actualization of goals; the responses of the employees were quite assertive with 60.52% and 39.48% of them choosing the "strongly agree "and "agree" options respectively.

Item 16: The manager makes reference to the ethical and moral consequences traceable to every decision taken in the process of executing a project or task.

When it comes to the managers upholding ethical and moral standards on the job, there appears to be no form of doubt among the employees with all of them agreeing to this, albeit to a varying degree - 71.05% went for strongly agree while 28.95% settled for the "agree "option.

From the discussion and responses of the participants highlighted above (capturing items 9 - 16), it is obvious that the managers ideally influence - whether attributively or behaviourally - their subordinates.

table 10: showing descriptive statistics for the measure of idealized influence (perceived)

	Mean	Std. Deviation	N
EE	4.61	.544	76
IIP1	4.70	.462	76
IIP2	4.63	.512	76
IIP3	4.61	.492	76
IIP4	4.71	.457	76

table 11: showing pearson's correlation coefficient for the effect of idealized influence (perceived) on employee effectiveness

		EE	IIP1	IIP2	IIP3	IIP4
Pearson	EE	1.000	-.057	-.003	-.092	.124
Correlation	IIP1	-.057	1.000	.030	-.122	.274
	IIP2	-.003	.030	1.000	.103	-.063
	IIP3	-.092	-.122	.103	1.000	.137
	IIP4	.124	.274	-.063	.137	1.000
Sig. (1-tailed)	EE	.	.312	.491	.215	.142
	IIP1	.312	.	.400	.147	.008
	IIP2	.491	.400	.	.188	.294
	IIP3	.215	.147	.188	.	.118
	IIP4	.142	.008	.294	.118	.

N	EE	76	76	76	76	76
	IIP1	76	76	76	76	76
	IIP2	76	76	76	76	76
	IIP3	76	76	76	76	76
	IIP4	76	76	76	76	76

All measures of perceived idealized influence except the one concerning the manager upholding moral and ethical standards - which was significantly positively correlated when compared with employee effectiveness - were negatively correlated with employee effectiveness. As such, these measures that showed negative correlations may not be enough to predict the effectiveness of employees. The regression analysis also showed that only 4.1% of the variation in employee effectiveness was down to measures of perceived idealized influence.

table 12: showing regression analysis for measures of idealized influence (perceived)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.204ᵃ	.041	-.013	.547	.041	.768	4	71	.549

Predictors: (Constant), IIP4, IIP2, IIP3, IIP1

On intellectual stimulation

Item 17: The manager makes it a point of duty to re-evaluate critical assumptions in order to review their appropriateness.

63.15% of the participants strongly agreed that the re-examine assumptions that are already in place to see how appropriate they may be in addressing issues while the other 32.89% and 3.94% went for the "agree" and "neutral" options respectively.

Item 18: The manager views things from varying perspectives when attempting to solve problems.

Consistent with the response rate for item 17, 74 (97.86%) of the participants gave positive responses about how their managers picture things from different angles while attempting to solve certain problems.

Item 19: The manager also makes me view problems from different perspectives.

Following up on item 18; 73.68% (56), who strongly agreed and 26.32% (20) who just agreed on item 19, did give the impression that their managers are centered on stimulating them to view problems from different perspectives.

Item 20: The manager makes suggestions on new and different measures/steps that can be taken to complete a particular assignment.

Most of the employees in this study believed that their managers make new and different suggestions directed at resolving the issues/problems that may unfold in the course of executing the job. 81.57% of them strongly agreeing to this while 18.42% simply agreeing and the remaining were neutral.

table 13: showing descriptive statistics for the measure of intellectual stimulation

	Mean	Std. Deviation	N
EE	4.61	.544	76
IS1	4.59	.570	76
IS2	4.57	.550	76
IS3	4.74	.443	76
IS4	4.82	.390	76

Table 14: showing Pearson's correlation coefficient for the effect of intellectual stimulation on employee effectiveness

		EE	IS1	IS2	IS3	IS4
Pearson Correlation	EE	1.000	.162	-.090	.117	.030
	IS1	.162	1.000	.151	.097	-.103
	IS2	-.090	.151	1.000	-.037	-.067
	IS3	.117	.097	-.037	1.000	.101
	IS4	.030	-.103	-.067	.101	1.000
Sig. (1-tailed)	EE	.	.081	.219	.158	.399
	IS1	.081	.	.097	.202	.189
	IS2	.219	.097	.	.374	.282
	IS3	.158	.202	.374	.	.192
	IS4	.399	.189	.282	.192	.
N	EE	76	76	76	76	76
	IS1	76	76	76	76	76
	IS2	76	76	76	76	76
	IS3	76	76	76	76	76
	IS4	76	76	76	76	76

All measures of intellectual stimulation safe for the one on the manager viewing things from different angles showed a weak positive correlation when compared with employee effectiveness. Coupling this with the regression analysis however, it is obvious that measures of intellectual stimulation alone may not be sufficient to predict employee effectiveness so, we accept the null hypothesis.

Table 15: showing regression analysis for measures of intellectual stimulation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.223ª	.050	-.004	.545	.050	.929	4	71	.452

Predictors: (Constant), IS4, IS2, IS3, IS1

Item 21: The manager's style of leadership improves my productivity.

74 participants were in agreement - 55 strongly and 19 merely - that the style of leadership in place at the Ministry makes them better at what they do. The remaining 2 were however not definitive as they went for the "neutral "option.

Item 22: Following the manager's lead helps me to be better prepared to take up more challenging tasks.

A similar to the one above (with item 21) can also be seen here as the number of employees with the same response rate was realized. However, by virtue of the employee responses [to item 22], it could - albeit with some degree of caution - concluded that the employees are happy or have little or no problem following their manager's lead.

Item 23: I can handle projects without constant supervision from my manager.

From the responses, it can be seen that 73 (96.05%) of the participants are of the submission that they can handle specific projects without their managers constantly supervising them. This may be viewed as a long-term impact of adhering to the manager's style of leadership. On the basis of this, it is possible that the other three participants are yet to really get used to their manager's mode of leadership.

Item 24: I will most likely attain a higher position/promotion in the organization as a result of following my manager's mode of leadership.

72.36% (55) and 22.37% (17) went for the "strongly agree "and "agree "options in respective order when asked about how following the mode of leadership in their organization could impact their promotion thus giving an insight on the extent to which transformational leadership affects the operations at the Ministry. The other 4 (5.27%) chose the "neutral"option.

Conclusion

Transformational leadership has been observed to lead to a significant increase in the performance of employees. Notwithstanding, the different measures used to quantify this style of leadership do have varying degrees of impact on overall effectiveness. From the findings in this study, measures of inspirational motivation appeared to have the most significant impact on the effectiveness of the employees at the Ministry of Higher Education in the Kurdistan Regional Government. Measures of attributed idealized influence were also observed to play some role in boosting employee effectiveness. More specifically, factors such as enthusiasm, optimism and teamwork can be seen as having the greatest impact on employee effectiveness at the Ministry. Looking at this deeper however, it is possible that there are other factors that contribute to how effective the workforce is in our case study but this is not covered within the scope of this study.

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