

TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' PERFORMANCE: MODERATING ROLE OF SELF-EFFICACY IN FEDERAL POLYTECHNIC KAURA- NAMODA

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ABSTRACT

This research examines the moderating function of self-efficacy in the relationship between transformational leadership and employee performance at Federal Polytechnic Kaura-Namoda, Nigeria. The research specifically looked at how workers' performance was affected by idealised influence and inspiring motivation, as well as the moderating impact of self-efficacy at Federal Polytechnic Kaura-Namoda, Nigeria. The study used cross-sectional and survey research methods as part of a quantitative research methodology. Using a structured questionnaire, information was gathered from 311 respondents who work as academic or non-academic personnel at Federal Polytechnic Kaura-Namoda, Nigeria. The proposed associations were validated and confirmed using structural equation modelling, which was used in conjunction with the measurement data. The results of the research showed that workers' performance at Federal Polytechnic Kaura-Namoda, Nigeria, is positively and significantly impacted by idealised influence, inspiring motivation, and self-efficacy. Additionally, self-efficacy increases the association between idealised influence and worker performance; but, at Federal Polytechnic Kaura-Namoda, self-efficacy had no moderating impact on the relationship between inspirational motivation and worker performance. The report suggested that leadership development courses be established with an emphasis on moral leadership and setting an example for others. The focus of these programmes needs to be on preparing the institution's current and future leaders to uphold the highest moral standards and serve as positive role models for their departments.

Keywords: Transformational leadership, Idealised influence. Inspirational motivation, Employee performance

INTRODUCTION

Leadership entails managing a multitude of demands and employee resistance while maintaining composure under duress (Al-Alawi et al., 2021). It is now essential for leaders in the present period to modify their style of leadership (Wolor et al., 2020). The

ability to rally an ensemble of people behind a common goal or vision is what we call leadership (Samimi et al., 2022). Kalsoom et al. (2018) noted that one of the most important skills for leaders to have is strong leadership, which is the most important part of any business. According to Idiko and Obah (2023), leadership is the skill of motivating

and persuading others to carry out their responsibilities with competence, enthusiasm, and willingness to accomplish collective goals. In a similar vein, leaders are seen as individuals who can effect change to achieve a high degree of performance (Desky et al., 2020; Kadiyono et al., 2020). They also need to formulate plans, build visions, transform the organisation and utilise their influence to favourably affect their subordinates. Ultimately, leaders who exhibit these characteristics are referred to be transformational leaders.

The term "transformational leadership" is a tactic employed by leaders to stimulate subordinates to surpass expectations while aligning with the company's goals and interests (Usman, 2020). It pertains to the unique capacity that endeavours to instigate change, inventiveness, rebirth, and dynamism by motivating others to create and advocate attainable goals in the face of resistance (Musa et al., 2020). Changes required for efficient management are mostly brought about by transformational leadership (Farahnak et al., 2020). It's a process where followers and leaders encourage one another to reach greater moral and motivational heights (Idiko & Obah, 2023). In order to innovate the organization's structure and strategy, transformational leaders seek to influence their followers to change. It is also seen as a leader who, while paying attention to each follower's unique developmental requirements, encourages and motivates (transforms) followers to accomplish outstanding results (Muhdar et al., 2022). via increasing trust, dedication, and performance inside the company, a leader may build a vision and direct others towards it via the process of transformational leadership (Wadhawan et al., 2022).

Transformational leaders often exhibit four distinct behaviours: idealised influence, inspirational motivation, intellectual

stimulation, and individualised consideration (Afshari, 2022; Ojeleye & Bakare, 2020; Khan et al.,). Idealised influence and inspirational motivation are the two dimensions of transformational leadership that were taken into consideration in this research. Based on their direct influence on employee personality and subsequent regulating of workers' character towards organisational purpose and target as noted by Chebon et al. (2019). Hence, these two dimensions are taken into consideration.

Idealised influence is the tendency for a leader to conduct himself admirably, to show convictions, and to adopt positions that enable followers to connect with the leader who embodies a distinct set of ideals and serves as an example for them (Idiko & Obah, 2023). Leaders who act in a way that inspires their followers to want to be like them are said to have an idealised influence. Taking into consideration the needs of others and prioritising them over their own, being willing to forego personal benefit for the benefit of others, taking part in the risks that followers face, acting in a way that is harmonious rather than authoritarian, and upholding moral principles are some of the traits of idealistic leaders (Al Jabri et al., 2021). The concept of idealised influence involves a leader projecting a desired future, outlining strategies for achieving it and serving as an inspiration to their followers. If properly implemented, this quality might increase worker dedication and motivation (Nyakundi et al., 2021). Leaders may inspire followers with a feeling of purpose and direction, project confidence while evoking strong feelings in them, and inspire followers to respect, appreciate, and aspire to be like them by using idealised influence (Barasa & Kariuki, 2020).

On the other hand, inspirational motivation is all about a leader's ability to enhance followers' potential to surpass their

preconceived notions (Alsayyed et al., 2020). It describes a leader who pushes their team members exceed their comfort zones to attain both personal and organisational goals (Shafi et al., 2020). This involves holding team members to a high standard of performance and inspiring them to reach predetermined organisational objectives. In general, this encourages employees to exert all their efforts towards achieving the aims and objectives of the organisation (Nyakundi et al., 2021). When a leader exudes enthusiasm and raises the expectations of their followers (workers) via a vision, this is referred to as inspirational motivation (Dialoke & Ogbu, 2018). As a result, the followers grow to trust the leaders' vision and take all necessary actions to make it a reality. For a transformational leader, the most crucial aspect of a team is someone who can inspire and motivate their followers. A leader should constantly listen to their followers and inspire them to embrace long-term improvements within the company (Waham et al., 2020).

Since consistent high performance is necessary for growth and advancement, employee performance is a major issue for the majority of organisations especially public institutions (Piedade et al., 2019). Education stakeholders are concerned about the challenges tertiary institutions in Nigeria are facing due to decreased job performance among their employees. Issues with work performance include staff members who attend classes sporadically, lack of subject area expertise, inadequate and poor records of student academic performance, consistent mass academic failure of students and poor and uninteresting research output (Adesola & Ekundayo, 2022). Sadly, nation-building depends critically on the efficiency of its institutions, especially those that provide high-quality education as no nation can develop above the quality of its education (Kolade et al., 2020; Ojeleye et al., 2022).

Plethora of studies have been conducted e.g., Nugroho et al., 2020; Balasuriya & Perera, 2021; Kimani, 2021; Nyakundi et al., 2021; Donkor, 2022; Merry et al., 2022; Purwanto, 2022 showed that transformational leadership are significant predictors of employ performance. Other studies e.g., Prabowo et al., 2018; Vipraprastha et al., 2018; Kawiana et al., 2020; Li & Liu, 2022 reported that the performance of employees is not positively and significantly impacted by transformative leadership. Research gaps have thus, been created, allowing for a deeper analysis of the connection between transformational leadership and employee performance. Additionally, Baron and Kenny (1986) also contended that a moderator might be included in the model to help explain any discrepancies in the results when they appear in the literature. The goals of this study are to investigate the effects of transformational leadership on employee performance, with a moderating role for self-efficacy, in light of this research gap and current inconsistencies.

Self-efficacy is described as a person's confidence in his capacity to perform at a certain level, which might impact events in his life (Chen et al. 2020). Self-efficacy is the belief that a worker can do his tasks competently and without error. (Ojeleye et al., 2023). This study contends that self-efficacy can strengthen the relationship between idealised influence, inspirational motivation and employee performance based on the assertion of social exchange theory (SET) that employees who have high self-efficacy are more likely to internalise a leader's vision and ethical role modelling, which will improve their performance.

SET proposed that in a relationship or social conduct results from an exchange process meant to maximise benefits and reduce cost (Cropanzano et al., 2017). Set is created, literally, of reciprocity of benefit and responsibility creating trust and loyalty

(Emerson, 1976). According to the theory, people in the workplace are driven to perform better when they see fair and advantageous relationships. As such, an employee confidence increases their ability to be inspired by role models or leader and to follow in the footsteps of influential yet idealistic leaders, which raises performance. In addition, employees who posited that their leaders are transformational are more likely to reciprocate the gesture with an increase in performance. Therefore, the study posited that transformational leadership's positives on employee performance can be accentuated by self-efficacy based on reciprocity. Therefore, this study to ascertain the moderating role of self-efficacy in the relationship between transformational leadership and employee performance in Federal Polytechnic Kaura-Namoda, Nigeria.

HYPOTHESES AND THEORETICAL DEVELOPMENT

Idealised Influence and Employee Performance

Several studies have repeatedly shown how transformational leadership improves employee performance in a variety of industries and geographical areas. In particular, the aspect of idealised influence has been shown to have a favourable effect. According to Hundie and Habtewold (2024), idealised influence dramatically improves worker performance in Ethiopian hospitals. Similarly, during the COVID-19 epidemic and at Kenya's water development agency, Kasse et al. (2024) and Purwanto and Nurhasanah (2022) showed considerable beneficial benefits of idealised influence on staff performance. These results were corroborated by Al Jabri et al. (2021) in the Saudi Arabian industrial sectors and

Nkwinkue (2021) in Cameroonian banks, respectively. These studies demonstrated the vital role that idealised influence plays in improving performance. It has been further proven by Matar et al. (2019) that idealised influence is a major predictor of employee work performance in a variety of situations, including the government sector in Dubai. Vietnamese chemists who experience transformational leadership report higher levels of intrinsic motivation and improved job performance (Nguyen et al., 2019). Torlak and Kuzey (2019) found that idealised influences were important components that improved work satisfaction and performance in Pakistan's educational system. Finally, Dialoke and Ogbu (2018) found that transformational leadership in Nigerian private secondary schools substantially improves employee performance via idealised influence. Taken as a whole, these studies highlight how idealised influence can be used universally and effectively to improve employee performance in a variety of settings. Therefore, this study hypothesizes that:

H01: Idealised influence does not have significant impact on employee performance in Federal Polytechnic Kaura-Namoda, Nigeria.

Idealised Motivation and Employee Performance

Idiko and Obah (2023) discovered a favourable correlation between organisational performance in commercial banks in Yenagoa, Bayelsa State, Nigeria, and inspirational motivation aspects. According to Teoh et al. (2022), inspirational motivation is one of the factors that substantially improve employee performance in the Malaysian hospitality business. While a different study by Magasi (2020) especially emphasised their strong favourable impacts

on banking workers in Dar-es-Salaam, Magasi (2021) verified that inspirational motivation favourably enhances employee performance in the banking industry. According to Mohammed et al. (2020), inspirational motivation has the most influence on how productive employees are in the Kurdistan Regional Government's Ministry of Higher Education and Scientific Research. When taken as a whole, these studies highlight how important idealised influence and inspiring motivation are to enhancing individual and organisational performance in a variety of settings and sectors. Thus, this study hypothesizes that:

H02: Inspirational motivation does not have significant impact on employee performance in Federal Polytechnic Kaura-Namoda, Nigeria.

Self-efficacy and Employee Performance

Hadi (2023) discovered that in DKI Jakarta manufacturing organisations, employee performance, motivation, and participation at work are favourably and substantially impacted by self-efficacy. Despite other characteristics being examined, Mujanah and Utami (2023) also found a substantial relationship between employee performance in Indonesian manufacturing organisations and self-efficacy. According to Zuhriyah and Ali (2023), employee performance in Bali cooperatives is considerably improved by self-efficacy. Saleem et al. (2022) found that workplace decluttering functions as a mediating factor between self-efficacy and staff performance in banks. According to Abun et al. (2021), task and contextual performance are especially impacted by the work environment, which acts as a mediator between self-efficacy and job performance. All of these studies highlight how important self-efficacy is for improving worker performance in many industries and

geographical areas. Hence, this study hypothesizes that:

H03: Self-efficacy does not have significant impact on employee performance in Federal Polytechnic Kaura-Namoda, Nigeria.

Self-efficacy as a Moderator

Numerous studies have used self-efficacy as a moderator. These studies include the following: transformational leadership and intention to stay (Judeh & Abou-Moghli, 2019), job insecurity and employee outcomes (Etehad & Karatepe, 2019), training and employee performance (Zaki et al., 2019; Kusumaningrum et al., 2020), and emotional intelligence and both subjective and objective performance (Udayar et al., 2020). Employees who possess self-efficacy are assured while executing activities linked to their jobs (Etehad & Karatepe, 2019). Transformational leadership has the potential to augment self-efficacy, thus elevating workers' self-assurance. According to Afzal, et al. (2019), having self-efficacy promotes a positive performance spiral that raises work engagement and job performance, both of which increase self-efficacy. By demonstrating idealised influence and inspirational motivation, transformational leaders may raise their followers' sense of self-efficacy and improve their performance (Judeh & Abou-Moghli, 2019). As such, this study hypothesizes that:

H04: Self-efficacy does not moderate the relationship between idealised influence and employee performance in Federal Polytechnic Kaura-Namoda, Nigeria.

H05: Self-efficacy does not moderate the relationship between inspirational motivation and employee performance in Federal Polytechnic Kaura-Namoda, Nigeria.

Conceptual Framework

A conceptual framework is a visual representation illustrating the relationships among two or more variables (Ojeleye et al.,

2022). It shows the direction of the relationship between the predictor, criterion and moderating variables (See: Figure 1 below).

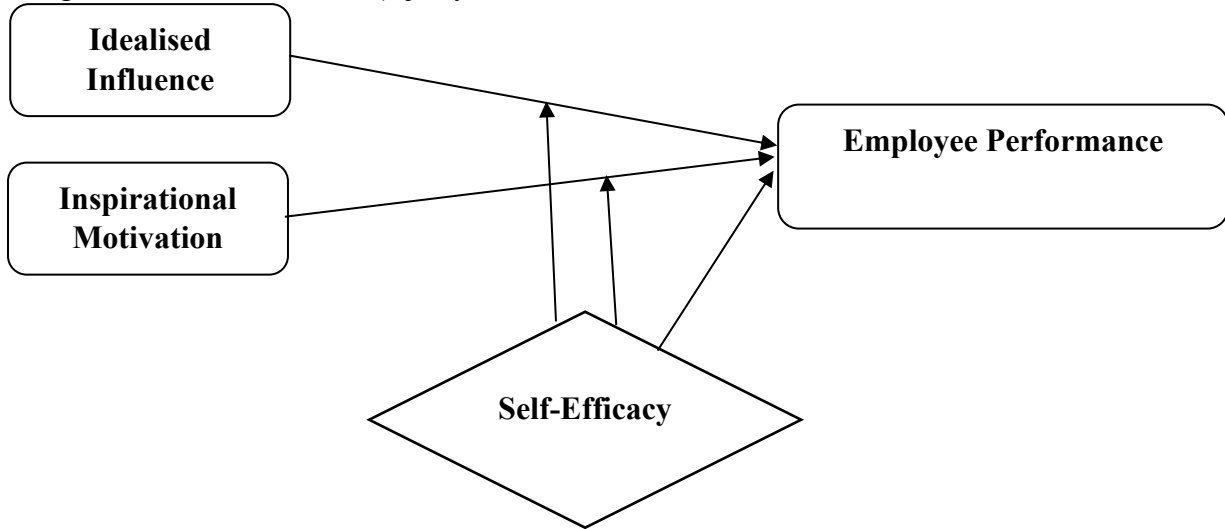


Figure 1: Conceptual Framework

The conceptual framework shows how self-efficacy moderates the relationship between idealised influence and inspirational motivation, two of the predictors that impact the criterion variable (employee performance).

METHODOLOGY

A quantitative research approach was utilised in this study comprising of both survey and cross-sectional research approaches. The study's population consisted of 1,117 academic and non-academic employees of Federal Polytechnic Kaura-Namoda, Zamfara State (See: Table 1 below). The Yamane sample size formula was employed to generate a sample size of 294 respondents. To enhance representation and account for potential issues such as non-responses and inaccuracies in questionnaire completion, an additional 30% was incorporated into the minimum sample size, following the recommendation of Israel (2013). This adjustment resulted in a total sample size of 382 ($294 + 30\% = 294 \times 1.30 = 382$). This

augmentation aims to address potential errors, including inaccuracies in filling out the questionnaire and instances where respondents fail to return the questionnaire. Meanwhile, an aggregate of 311 (81%) pieces of questionnaire were returned out of the total of 382 distributed. Out of which 12 (2.9%) were invalid questionnaire which were discard. Lastly, the remaining 299 (78.1%) of the questionnaire were valid and used for the analysis. The study employed multistage sample techniques which comprised proportionate stratified sampling and simple random sampling techniques. First, the population was divided into two strata i.e., academic and non-academic. Second, pieces of the questionnaire were distributed proportionately based on each stratum. This is to ensure that each stratum receives pieces

of questionnaire based on the proportion of their population for easy generalisation of research outcome. Lastly, questionnaires were distributed to each stratum using a simple random sampling technique. This was

done to ensure that each respondent had an equal chance of being selected.

Table 1: *Questionnaire Response Rate*

| Response | Frequency | Percentage % |
|------------------------|-----------|--------------|
| Population | 1,117 | - |
| Sample Size | 294 | - |
| 30% increment | 382 | 100 |
| Returned Questionnaire | 311 | 81 |
| Invalid Questionnaire | 12 | 2.9 |
| Valid Questionnaire | 299 | 78.1 |

Source: Authors computation (2024)

Instrument

The tools utilised in this study were adapted from previous research, with slight modifications to align with the contextual background of the study. Employee performance was assessed using an instrument adapted from Na-Nan et al. (2018). This instrument comprises twelve items. Example item in this instrument contain statement like as "I perform tasks attentively and correctly". The Cronbach alpha coefficient was 0.946. To measure idealised influence, a 12-item from the multifactor leadership questionnaire (MLQ) developed by Bass and Avolio (1995) was adopted. An example item from this scale is "My supervisor inspires me through being a good role model". The scale exhibited a Cronbach's alpha of 0.887. Inspirational motivation was measured using a 6-item scale from the multifactor leadership questionnaire (MLQ) developed by Bass and Avolio (1995). An example of the item from

the scale is "My institution has the vision that paints or promises a better future". The scale exhibited a Cronbach's alpha of 0.839. Lastly, Self-efficacy was gauged using a 6-item scale developed by Schwarzer and Jerusalem (1995). Sample items from this scale include statements like "I will be able to achieve most of the goals that I have set for myself". The response options for all the constructs range from 1 (strongly disagree) to 5 (strongly agree). The Cronbach alpha coefficient was 0.857. Meanwhile, all these adapted scales were given to three (3) lecturers who are not below the rank of senior lecturer; two from Federal University Gusau and one from the Ahmadu Bello University Zaria for content validity. The adapted scales were corrected and certified valid and appropriate for the study. Additionally, pilot study was carried with 30 randomly selected staff of Federal College of Education (Technical) Gusau, Zamfara State. The reported Cronbach's alpha of all the scales were above 0.70 benchmark for adequate reliability as

recommended by Sekaran and Bougie (2016).

RESULTS AND DISCUSSIONS

The preliminary analyses comprising of examining for missing values, outliers, multicollinearity, normality and common method bias were undertaken using Statistical Package for Social Sciences (SPSS) to certify that the data was appropriate for use. The Structural Equation Model (SEM) particularly Smart-PLS version 3.3.8 was employed to ascertain the validity, reliability, effect size and hypothesised relationship using both measurement and structural models. Furthermore, predictive relevance was also examined.

Measurement Model

The measurement was evaluated to ascertain the outer loading of individual constructs. Hair et al. (2021) suggested keeping loadings of 0.7 and higher while advocating the removal of loading below 0.7. Meanwhile Hair et al. (2021) noted that due to the practicality of generating outer loading less

than 0.7, they suggested that loading 0.4 and above may be considered for retention depending on the effect of retentions on the construct's reliability and convergent validity. However, Hulland (1999) recommended retention of outer loadings of 0.5 and above in social sciences research. As a consequence, only loading of 0.5 and above were retained while those below i.e., II2, II7, II12, IM5, EP6, EP7, SE3, SE6 were deleted due to loadings less than 0.5 (*See* Figure 2 and Table 2 for details). The convergent validity was examined to decipher the rate to which the items come together to explain each construct. Hair et al. (2021) recommended an Average Variance Extracted figure of 0.5 and above to depict that the construct has convergent validity. Table 1 below shows that no construct has an AVE value of less than 0.5. Hence, the constructs have convergent validity. Furthermore, the internal consistency or reliability of the constructs was determined using composite reliability and Cronbach's alpha. Sekaran and Bougie (2016) recommended a reliability coefficient of 0.7 and above to indicate a construct reliability. Table 2 displayed clearly that all the composite reliability and Cronbach's alpha coefficient are greater than 0.7

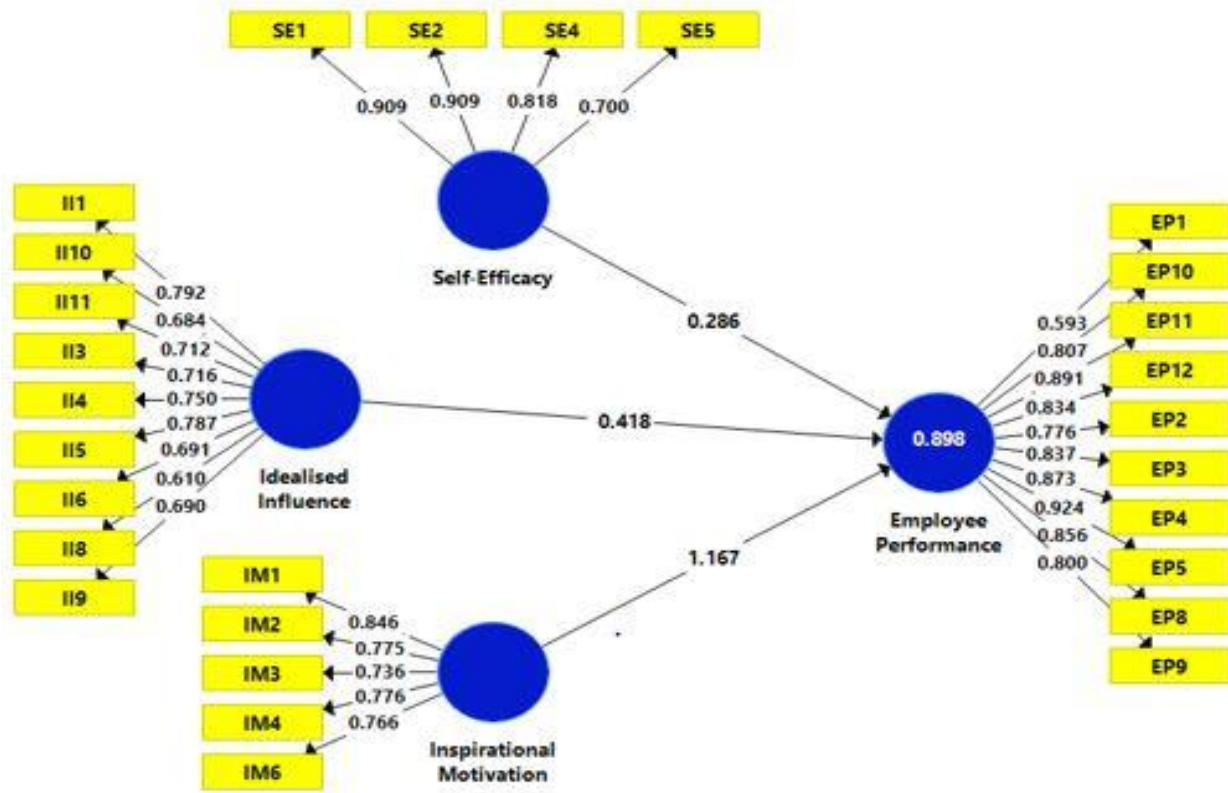


Figure 2: Measurement Model

Table 2: Item Loadings, Internal Consistency, and Average Variance Extracted (AVE)

| Constructs | Indicators | Loadings | Cronbach's Alpha | Composite Reliability | AVE |
|----------------------|------------|----------|------------------|-----------------------|-------|
| Employee Performance | EP1 | 0.593 | 0.946 | 0.954 | 0.678 |
| | EP10 | 0.807 | | | |
| | EP11 | 0.891 | | | |
| | EP12 | 0.834 | | | |
| | EP2 | 0.776 | | | |
| | EP3 | 0.837 | | | |
| | EP4 | 0.873 | | | |
| | EP5 | 0.924 | | | |
| | EP8 | 0.856 | | | |
| | EP9 | 0.800 | | | |

| | | | | | |
|--------------------------|------|-------|-------|-------|-------|
| Idealised Influence | II1 | 0.792 | 0.887 | 0.904 | 0.513 |
| | II10 | 0.684 | | | |
| | II11 | 0.712 | | | |
| | II3 | 0.716 | | | |
| | II4 | 0.750 | | | |
| | II5 | 0.787 | | | |
| | II6 | 0.691 | | | |
| | II8 | 0.610 | | | |
| | II9 | 0.690 | | | |
| Inspirational Motivation | IM1 | 0.846 | 0.839 | 0.886 | 0.61 |
| | IM2 | 0.775 | | | |
| | IM3 | 0.736 | | | |
| | IM4 | 0.776 | | | |
| | IM6 | 0.766 | | | |
| | | | | | |
| Self-Efficacy | SE1 | 0.909 | 0.857 | 0.903 | 0.703 |
| | SE2 | 0.909 | | | |
| | SE4 | 0.818 | | | |
| | SE5 | 0.700 | | | |
| | | | | | |

Source: Systemisation of Smart-PLS output (2024)

The discriminant validity also known as divergent validity was evaluated based on Heterotrait-Monotrait correlation ratio owing to the inability of crossloading techniques and Fornell and Larcker criterion in detecting no divergent validity when in the range of 0.65 and 0.85 loadings. Henseler et al. (2015) and Kline (2011) advanced two criteria to confirm divergent validity. Kline (2011) recommended a restricted benchmark of 0.85

for conceptually discrete constructs while Henseler et al. (2015) advocated a more relaxed threshold of 0.9 coefficient for conceptually similar constructs. Hence, since the two dimensions of transformational leadership are conceptually similar HTMT 0.9 was employed. Looking at Table 3 below, the values are all less than 0.9 benchmark. Thus, divergent validity is confirmed

Table 3: Discriminant Validity Heterotrait-Monotrait Correlation Ratio

| Constructs | EP | II | IM | SE |
|--------------------------|-------|-------|-------|----|
| Employee Performance | | | | |
| Idealised Influence | 0.524 | | | |
| Inspirational Motivation | 0.511 | 0.466 | | |
| Self-Efficacy | 0.306 | 0.509 | 0.478 | |

Source: Systemisation of Smart-PLS output (2024)

Structural Model

The model was used to analyse the direct and moderating relationship. Furthermore, effect size (f^2) and predictive relevance (Q^2) were also evaluated.

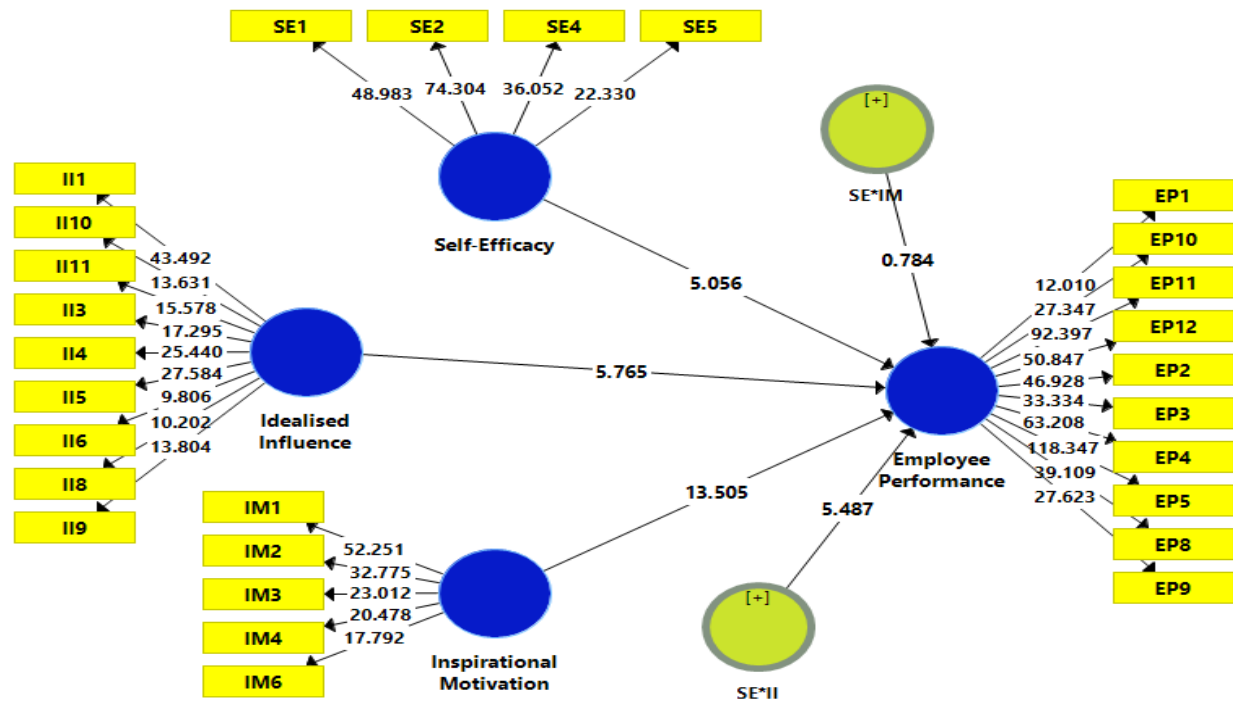


Figure 3: Structural Model

Table 4: Path Coefficient

| Hypotheses | Relationship | Beta | Standard Deviation | T Statistics | P Values | Decision |
|------------|---|---------------|--------------------|--------------|----------|---------------------|
| $H0_1$ | Idealised Influence (II) -> Employee Performance (EP) | 0.497 | 0.086 | 5.765 | 0.000 | Rejected |
| $H0_2$ | Inspirational Motivation (IM)-> Employee Performance (EP) | 1.035 | 0.077 | 13.505 | 0.000 | Rejected |
| $H0_3$ | Self-Efficacy -> Employee Performance | 0.306 | 0.060 | 5.056 | 0.000 | Rejected |
| $H0_4$ | SE*II -> Employee Performance | 0.136 | 0.025 | 5.487 | 0.000 | Rejected |
| $H0_5$ | SE*IM -> Employee Performance | 0.017 | 0.021 | 0.784 | 0.434 | Fail to be Rejected |
| | | $R^2 = 0.898$ | $Q^2 = 0.589$ | | | |

Source: Systemisation of Smart-PLS output (2024)

The path coefficient analysis revealed significant relationships between independent variables (II & IM), moderating variable (SE) and employee performance in Table 4 and Figure 2. The first hypothesis ($H0_1$) that idealised influence (II) affects employee performance (EP) was supported, with a beta value of 0.497 and a T statistic of 5.765, leading to the rejection of the null hypothesis ($H0_1$) at a p-value of 0.000. Therefore, the first hypothesis which states that idealised influence does not have significant impact on employee performance in Federal Polytechnic Kaura-Namoda, Nigeria is hereby rejected. Similarly, the second hypothesis ($H0_2$) on the impact of inspirational motivation (IM) on employee performance was significant, with a beta of 1.035 and a T statistic of 13.505, resulting in the rejection of the null hypothesis ($H0_2$) at a p-value of 0.000. In the third hypothesis ($H0_3$) self-efficacy was also found to significantly affect employee performance,

indicated by a beta of 0.306 and a T statistic of 5.056, leading to the rejection of the null hypothesis ($H0_3$) at a p-value of 0.000.

The interaction between self-efficacy and idealised influence (SE*II) also significantly influenced employee performance, with a beta of 0.136 and a T statistic of 5.487, rejecting the null hypothesis. This means that self-efficacy significantly moderated the relationship between idealised influence and employee performance ($H0_4$) at a p-value of 0.000. However, the interaction between self-efficacy and inspirational motivation (SE*IM) did not significantly impact employee performance, as evidenced by a beta of 0.017 and a T statistic of 0.784, failing to reject the null hypothesis ($H0_5$) with a p-value of 0.434. This showed that self-efficacy did not significantly moderate the relationship between inspirational motivation and employee performance.

Meanwhile, the R-square value of 0.898 in Table 4 and Figure 2 indicates that approximately 89.8% of the variance in employee performance can be explained by idealised influence, inspirational motivation and self-efficacy in the regression model. This means that II, IM and SE as predictors that account for about 89.8% of the changes observed in the employee performance. The remaining 10.2% variance in employee performance is likely influenced by other variables not included in the model.

Additionally, Q^2 measures the predictive accuracy of a PLS model, especially how well it is able to estimate the dependent variable(s) based on the independent variable. This statistic is derived by contrasting the model's prognostic skills with a straightforward model that forecasts the dependent variable(s) considering their average value (Hair et al., 2021). Q-squared measures the fraction of the dependent variable's variability that the PLS model may forecast more successfully than the mean-based model. Cohen (1988) argued that a model is regarded to have predictive significance anytime its value surpasses zero

(0). Furthermore, Cohen (1988) defined particular standards for measuring predictive relevance: 0.02 for modest, 0.15 for medium, and 0.35 for great predictive significance. As seen in Table 4 the model displays substantial predictive relevance, with a value of 0.589 above the threshold of 0.35 for large-level predictive significance

Effect Size (f^2)

A quantitative indicator of a phenomenon's intensity, effect size is independent of sample size and shows the extent of the disparity or association in a study (Hair et al., 2021). It offers a consistent method for evaluating the applicability of study results, often enhancing p-values in statistical analysis. Cohen (1988) advocated for f^2 values of small 0.02, medium 0.15 and big 0.35 correspondingly. Table 5 shows that SE*II, idealised influence, and self-efficacy have small effect sizes (0.097, 0.117 & 0.133) respectively. Inspirational motivation has a large effect size value of 1.081. while SE*IM has no effect size since an effect size value of 0.002 is less than 0.02 for a small effect size

Table 5: *Effect Size (f^2)*

| Construct | Employee Performance | Effect Size (f^2) |
|--------------------------|----------------------|-----------------------|
| Idealised Influence | 0.117 | Small |
| Inspirational Motivation | 1.081 | Large |
| Self-Efficacy | 0.133 | Small |
| SE*II | 0.097 | Small |
| SE*IM | 0.002 | Nil |

Source: Systemisation of Smart-PLS output (2024)

Discussions

Idealised influence, (II), greatly improved employee performance (EP) at Federal Polytechnic Kaura-Namoda in Zamfara

State. This suggests that staff performance, loyalty, and motivation are favourably impacted by leaders who model high ethical standards, honesty, and clear vision. The results coincide with studies of Hundie and Habtewold (2024), Kasse et al. (2024), Purwanto and Nurhasanah (2022), Al Jabri et al. (2021), and Dialoke and Ogbu (2018). Leaders who inspire trust and respect so help the institution as they increase performance and output (Ojeleye & Bakare, 2020).

Inspirational motivation (IM) is a fundamental component of transformational leadership and affects employee performance (EP) at Federal Polytechnic Kaura-Namoda in Zamfara State. Leaders that clearly state a goal, show energy and have faith in the skills of their peers improve worker performance. Studies from Idiko and Obah (2023), Teoh et al. (2022), Magasi (2021, 2020), Mohammed et al. (2020), and Shafi et al. (2020) back up this claim. The great beneficial impact of motivating inspiration emphasises the need for visionary leadership at polytechnics, where competent communicators with a compelling vision inspire and push their colleagues. This strategy increases staff members' drive, confidence, inventiveness, and motivation, therefore, producing organisational success and performance excellence (Idiko & Obah, 2023).

The study demonstrates that at Federal Polytechnic Kaura-Namoda, Zamfara State, self-efficacy has a considerable and beneficial influence on employee performance. An individual's performance level mostly relies on their self-efficacy or their confidence in their capacity to do tasks efficiently. As workers' self-efficacy grows, their performance improves. This outcome corresponds with prior studies of Hadi (2023), Utami and Mujanah (2023), Zuhriyah and Ali (2023), Muliati et al. (2022), Saleem et al. (2022), and Abun et al. (2021). The effect of self-efficacy shows the significance

of confidence in one's talents inside the institution. Employees with stronger self-efficacy are more likely to persevere, undertake tough tasks, and endure in the face of adversity, leading to improved problem-solving abilities, more motivation, and a higher possibility of accomplishing objectives (Utami & Mujanah, 2023). Consequently, these personnel frequently perform better, boosting the total productivity of the firm. Encouraging workers' self-efficacy will lead to considerable performance increases, as people become more engaged and competent, hence enhancing the efficacy and success of the institution (Hadi, 2023).

The study indicated that self-efficacy strengthens the favourable effect of idealised influence (II) on employee performance (EP). This means that workers with high self-efficacy magnify the good impacts of leaders who display high ethical standards and serve as role models. Essentially, the efficacy of a leader's idealised influence is strengthened when individuals believe in their talents, leading to greater performance. Fostering both strong leadership attributes and self-efficacy among staff is vital for obtaining optimum performance levels, as confident, self-assured people paired with competent leadership considerably increase employee performance.

The study revealed that self-efficacy did not have a moderating influence on the link between inspiring motivation (IM) and employee performance (EP). The non-significant T statistic and p-value, which support the insignificant interaction between self-efficacy and inspirational motivation, show that the beneficial consequence of inspirational motivation on employee performance happen regardless of the self-efficacy levels of the workers. No matter how self-sufficient a person may feel about himself, performance is directly improved by

leaders who enthuse their team via vision, passion, and faith in their talents. This emphasises inspiring motivation as a powerful leadership quality that may enhance worker performance for all employees at Federal Polytechnic Kaura-Namoda, regardless of their level of self-efficacy.

Implications

Several practical implications are highlighted by the study results on transformational leadership qualities and self-efficacy at Federal Polytechnic Kaura-Namoda, Zamfara State. Idealised influence has a substantial beneficial effect, which emphasises how important it is to have leaders who are moral role models and can boost employee motivation, morale, and productivity. In a similar vein, the impact of inspirational motivation underscores the need to have leaders who can successfully motivate their teams and explain a compelling vision to increase employee engagement and institutional performance. Furthermore, it is critical to promote staff members' self-efficacy by providing skill development opportunities and encouraging work settings, since this improves performance across the institution. Finally, while self-efficacy accentuates the impacts of idealised influence, the enduring advantages of inspirational motivation, irrespective of self-efficacy degrees, imply a wide range of applications in leadership development programmes. By concentrating on these areas, the polytechnic may develop a highly productive and driven staff, leading to significant increases in the success and efficacy of the organisation.

The findings, which are based on the SET, have theoretical implications that underscore the reciprocal relationship that exists between employee performance, self-efficacy, and transformational leadership. According to

SET, social conduct is the result of an exchange process that seeks to optimise benefits while minimising drawbacks and costs. Leaders with idealised influence and inspirational motivation build mutual obligation, respect, and trust, resulting in high-quality social interaction. This interaction increases employee self-efficacy, which leads to improved performance. Positive reinforcement from leaders increases employee performance. These findings provide support to the idea that transformational leadership approaches serve as valuable resources within the social exchange paradigm, fostering a feedback loop that increases performance. The association between leadership and self-efficacy underscores the need to build a supportive and affirming environment, since these elements are crucial to building, maintaining and improving social interchange, which stimulates organisational performance.

CONCLUSION AND RECOMMENDATIONS

This study highlights the important role played by transformational leadership in organisational success. It also demonstrates the very favourable effects of idealised influence and inspiring motivation on employee performance. The concept that self-efficacy enhances the idealised impact on performance further advances our comprehension of social exchange theories and transformational leadership. Practical implications include the need for leadership development programmes that encourage transformational behaviours and increase staff self-efficacy to maximise performance and effectiveness in educational settings. Based on the outcomes of the study, the subsequent recommendations were proposed:

Given the favourable impact of idealised influence on employee performance, this study recommends establishing leadership development programmes stressing ethical leadership and role modelling. These initiatives should concentrate on equipping present and future leaders of the institution to live up to high ethical standards and act as good examples for their departments.

Based on the significant effect of inspirational motivation on employee performance, efforts should be directed on improving inspirational leadership techniques. Leaders should be urged to inspire staff members, clearly present a vision, and show passion. Frequent seminars and coaching meetings may let leaders improve their motivating strategies and communication abilities.

Based on the significant beneficial impact of self-efficacy on employee performance, projects aiming at encouraging employee self-belief and confidence should be started. This might involve setting up mentoring programmes to help professionals advance their careers, giving training and development chances that enhance skills and competencies, and establishing a motivating workplace in which staff members feel free to reach their objectives.

Based on the moderating effect of self-efficacy on the relationship between idealised influence and employee performance, it is advised to integrate leadership development efforts with activities aiming at improving employee self-efficacy. Transformational leaders' mentoring initiatives may efficiently integrate tactics to increase self-confidence and belief in one's talents with leadership training, therefore, optimising performance results across the university.

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