

EFFECT OF IDEALIZED INFLUENCE ON EMPLOYEE JOB SATISFACTION IN SELECTED MICROFINANCE INSTITUTIONS IN ABUJA METROPOLIS

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Abstract

Employee job satisfaction is a critical determinant of organizational success, particularly in the microfinance sector where motivated and satisfied employees play a pivotal role in providing effective financial services to underserved communities. This study therefore, investigated the effect of idealized influence, characterized by charismatic leadership, effective communication, and goal-setting, on employee job satisfaction in 10 selected microfinance institutions (MFIs) in Abuja metropolis. Data were collected from a sample of 165 employees using a 5-point Likert scale questionnaire ranging from "Strongly Agree" to "Strongly Disagree." The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results revealed that all three components of idealized influence – charisma, communication, and goal-setting – had a significant positive effect on employee job satisfaction. Goal-setting exhibited the strongest effect ($\beta = 0.518, p < 0.001$), followed by charisma ($\beta = 0.319, p = 0.008$) and communication ($\beta = 0.294, p < 0.001$). Based on these findings, it was concluded that idealized influence significantly affects employee job satisfaction in the selected MFIs in Abuja metropolis. Consequently, recommendations were made to cultivate charismatic leadership behaviours, establish effective communication channels, and implement participative goal-setting processes.

Key words: *Idealized Influence, Charisma, Communication, Goal-Setting and Employee Job Satisfaction.*

INTRODUCTION

Microfinance institutions (MFIs) have emerged as critical players in promoting financial inclusion and supporting entrepreneurial ventures in the vibrant and rapidly growing economic land of Abuja, Nigeria. These institutions serve as vital conduits for providing financial services to underserved populations, fostering economic growth and stability. As these organizations traverse the complexities of the financial sector, the leadership styles employed within them can significantly influence employee morale, productivity, and overall job satisfaction.

The concept of idealized influence, a key component of transformational leadership, has garnered significant attention in recent years. Idealized influence refers to leaders who act as role models, exhibit high ethical standards, and inspire trust and admiration among their followers (Komba & Magali 2023). It has been postulated that idealized influence mainly comprises articulated vision, role modeling, and goal setting. Leaders who clearly articulate a vision provide a roadmap for the future, which can inspire and motivate employees. Role modeling involves leaders demonstrating behaviors and attitudes that employees can emulate, while goal setting pertains to establishing clear, achievable objectives that guide employees' efforts. Furthermore, it has been asserted by scholars such as Nyokabi et al. (2017) that charisma, ethical standards, and communication are essential components of idealized influence. Charismatic leaders possess a personal charm that captivates and motivates employees, ethical standards ensure leaders act with integrity, and effective communication helps leaders convey their vision and values clearly to their followers. Ngaithe et al. (2016) identified charisma, communication, goal setting, and ethical standards as the critical dimensions of idealized influence. They have highlighted that charismatic leaders not only inspire through their personal appeal but also through their ability to communicate effectively, set meaningful goals, and uphold ethical standards.

Employee job satisfaction is a critical factor that influences organizational performance and employee retention. Job satisfaction refers to the extent to which employees feel content and fulfilled in their roles. It involves various aspects, including the nature of the work, compensation, work environment, relationships with colleagues and supervisors, and opportunities for growth and advancement. In microfinance institutions, job satisfaction is particularly important given the challenging nature of the work. Employees often deal with complex financial products, work with diverse clients, and operate under significant pressure to meet performance targets. High levels of job satisfaction can lead to increased motivation, better job performance, and lower turnover rates. Conversely, low job satisfaction can result in decreased productivity, higher absenteeism, and greater employee turnover, which can adversely affect organizational effectiveness.

Employee job satisfaction is a critical factor driving the success of modern organizations, yet a concerning observation has been made regarding microfinance institutions (MFIs) in the Abuja metropolis. Despite operating in challenging and high-pressure environments, where motivated and satisfied employees are essential for optimal performance and service delivery, these institutions seem to struggle in fostering a sense of fulfillment among their workforce. This deficiency is particularly alarming as dissatisfied employees often opt for job switches, disrupting organizational continuity and productivity. Against this backdrop, this study aims to investigate the influence of idealized influence—focusing specifically on the dimensions of charisma, communication, and goal setting—on employee job satisfaction within these MFIs.

Research Objectives

The main objective of the study is to investigate the effect of idealized influence on employee job satisfaction in selected MFIs in Abuja metropolis. However, specific objectives are to;

- (i) examine the effect of charisma on employee job satisfaction in selected MFIs in Abuja metropolis.
- (ii) evaluate the effect of communication on employee job satisfaction in selected MFIs in Abuja metropolis.
- (iii) investigate the effect of goal setting on employee job satisfaction in selected MFIs in Abuja metropolis.

LITERATURE REVIEW

Idealized Influence

Transformational leadership theory, which emerged from the foundational works of Burns (1978) and Bass (1985), posits that leaders who exhibit idealized influence inspire and motivate their followers through their vision, ethical standards, and charismatic appeal. Idealized influence refers to leaders who are admired, respected, and trusted by their followers. These leaders provide a clear vision and sense of mission, are willing to take risks, and demonstrate high standards of ethical and moral conduct (Densten 2016). They act as role models, and their behaviors instill pride and loyalty among followers.

Nyokabi et al. (2017) postulated that idealized influence mainly comprises articulated vision, role modeling, and goal setting. According to their study, leaders who clearly articulate a compelling vision provide a roadmap that inspires and motivates employees. Role modeling involves leaders demonstrating behaviors and attitudes that employees can emulate, thereby fostering an environment of trust and respect. Goal setting pertains to establishing clear and achievable objectives that guide employees' efforts and align them with the organization's mission (Epitropaki et al., 2017). Ngaithe et al. (2016) expanded on this framework by asserting that charisma, ethical standards, and communication are the essential components of idealized influence. They argued that charismatic leaders possess a personal charm that captivates and motivates employees. Ethical standards ensure leaders act with integrity, thereby gaining the trust and admiration of their followers. According to Juma and Ndisya (2016) effective communication allows leaders to convey their vision and values clearly, fostering a shared understanding and commitment among employees.

More recently, Kombo and Magali (2023) identified charisma, communication, goal setting, and ethical standards as the critical dimensions of idealized influence. They highlighted that charismatic leaders inspire through their personal appeal and ability to communicate effectively. These leaders set meaningful goals and uphold ethical standards, thereby enhancing employee motivation and job satisfaction. Wang et al. (2022) describe charismatic leaders as those who can articulate a compelling vision and inspire confidence and commitment among employees. Leaders who exhibit strong ethical and moral standards gain the trust and respect of their employees. This dimension of idealized influence ensures that leaders act as role models for ethical behavior, fostering a culture of trust and fairness within the organization. Ahmad et al. (2021) emphasize that ethical leaders promote organizational justice and transparency, which in turn enhances employee satisfaction and loyalty.

Li and Sun (2023) highlight that leaders who communicate effectively create a transparent and cohesive work environment, which boosts employee engagement and satisfaction. Leaders who excel in goal setting help employees understand their roles and the broader organizational mission. This clarity and direction

foster a sense of purpose and accomplishment among employees. Kim and Shin (2022) note that clear and challenging goals not only motivate employees but also help them measure their progress and contributions to the organization's success. Olayiwola and Adeleke (2022) averred that leaders who are trusted and admired by their employees create a supportive and motivating work environment. This dimension is crucial for building strong leader-follower relationships and enhancing organizational commitment. In the context of this study, idealized influence is defined a leadership quality where leaders act as role models, inspiring and motivating employees through their vision, ethical standards, and personal charisma.

Employee Job Satisfaction

Employee job satisfaction is a critical factor that influences organizational performance and employee retention. Job satisfaction refers to the extent to which employees feel content and fulfilled in their roles. It encompasses various aspects, including the nature of the work, compensation, work environment, relationships with colleagues and supervisors, and opportunities for growth and advancement. Johnson et al. (2023) define job satisfaction as "a multi-dimensional psychological response to one's job, which includes cognitive, affective, and behavioral components." They emphasize that job satisfaction results from employees' perceptions of how well their job provides those things that are viewed as important. According to Hackman and Oldham, (2017) employee job satisfaction is a complex construct encompassing individuals' overall evaluation of their job, considering intrinsic and extrinsic factors like autonomy, task variety, social relationships, and rewards. It reflects individuals' holistic assessment of job characteristics and work experiences contributing to satisfaction and well-being. Employee job satisfaction represents individuals' level of pleasure, contentment, and fulfillment in their work, influenced by factors like job characteristics, organizational culture, and career opportunities. This construct encompasses the emotional, cognitive, and behavioral aspects of satisfaction, reflecting individuals' overall positive appraisal of their work experiences (Mbithi et al., 2016).

In microfinance institutions, job satisfaction is particularly important given the challenging nature of the work. Employees often deal with complex financial products, work with diverse clients, and operate under significant pressure to meet performance targets. High levels of job satisfaction can lead to increased motivation, better job performance, and lower turnover rates. Conversely, low job satisfaction can result in decreased productivity, higher absenteeism, and greater employee turnover, which can adversely affect organizational effectiveness.

For the purpose of the study, employee job satisfaction is the extent to which employees feel content and fulfilled with their job roles, work environment, and organizational relationships.

The link between idealized influence and employee job satisfaction is rooted in the ability of transformational leaders to create a positive and motivating work environment (Lee & Hee 2016). Charismatic leaders, through their personal appeal, can foster a sense of excitement and engagement among employees. Effective communicators ensure that employees are well-informed and aligned with the organization's vision and goals, reducing ambiguity and enhancing trust. Leaders who excel in goal setting provide employees with clear direction and a sense of purpose, helping them understand their contributions to the organization's success.

Empirical Review

Charisma and Employee Job Satisfaction

Ullah et al., (2021) conducted a study titled "The Impact of Charismatic Leadership on Employee Job Satisfaction in the Banking Sector." They focused on 200 employees in New York's banking sector, collecting data through structured questionnaires and using regression analysis for assessment. The study found a significant positive relationship between charismatic leadership and employee job satisfaction. Employees who perceived their leaders as charismatic reported higher satisfaction levels. The authors recommended that banks invest in leadership development programs to enhance charismatic qualities. However, the study's limitation included its narrow focus on a single sector and geographic location, which might not be generalizable to other contexts.

Jamal and Bakar (2015) conducted a study titled "Charismatic Leadership and Job Satisfaction: A Malaysian Example, surveying 300 manufacturing employees in Shanghai using online surveys. They employed Structural Equation Modeling (SEM) for data analysis. The results indicated a moderate positive effect of charismatic leadership on job satisfaction, with employees appreciating leaders who communicated a clear vision and demonstrated personal charisma. The authors recommended integrating leadership training focused on communication and vision articulation. The study was limited by its reliance on self-reported data, which could introduce bias.

Communication and Employee Job Satisfaction

Jones and George (2017) explored "Communication and Job Satisfaction: An Analysis in the Healthcare Sector," surveying 300 healthcare workers in the United States. Data were collected through interviews and analyzed using Structural Equation Modeling (SEM). The findings indicated a moderate positive effect of communication on job satisfaction, with employees appreciating open and transparent communication channels. The authors recommended healthcare organizations invest in training programs that enhance communication skills among staff and management. The study was limited by its reliance on self-reported data, which could introduce bias.

In 2018, Ojo and Akinyemi conducted a study titled "Internal Communication and Employee Job Satisfaction: An Empirical Study of Selected Microfinance Banks in Lagos, Nigeria." The study surveyed 250 employees from various microfinance institutions in Lagos, collecting data through structured questionnaires. The data were analyzed using correlation and regression analysis. The findings revealed an insignificant relationship between internal communication and employee job satisfaction, suggesting that other variables such as job security and compensation might play more significant roles in influencing job satisfaction in this context. The authors recommended that microfinance banks consider a broader range of factors when addressing employee job satisfaction and not solely focus on communication improvements. One critique of the study was its limited geographic scope, which may not represent the experiences of employees in other regions or sectors within Nigeria.

Goal-Setting and Employee Job Satisfaction

Komba and Magali (2023) studied Effects of Idealized Influence on Employees' Performance in Malya College of Sports Development in Tanzania. Data were collected using structured questionnaires and analyzed using multivariate analysis. The findings revealed a significant positive impact of goal setting on job satisfaction and performance particularly when goals were perceived as achievable and aligned with teachers' professional development needs. The authors recommended that institutions implement collaborative goal-setting practices to enhance teacher satisfaction. The study provided robust findings, but its focus on the education sector might limit the applicability of its results to other fields.

Olaniyan and Ojo (2017) conducted a quantitative study in the Nigerian oil and gas sector to investigate the relationship between idealized influence and employee job satisfaction. The study utilized a sample of 400 employees. The researchers collected data through structured surveys administered to the participants. They employed correlation and findings indicated a significant positive relationship between idealized influence and job satisfaction. Employees who perceived their leaders as role models and ethical influencers reported higher levels of job satisfaction. The study suggests that leaders in the Nigerian oil and gas sector should focus on demonstrating idealized influence behaviors to enhance employee job satisfaction. To improve the generalizability of the findings, future research with larger and more diverse samples from multiple sectors is recommended.

Transformational Leadership Theory

Transformational Leadership Theory emphasizes the leader's ability to inspire and motivate followers through various mechanisms, including charisma, intellectual stimulation, individualized consideration, and idealized influence. This theory recognizes that transformational leaders have a positive impact on followers' attitudes, behaviors, and performance. In the context of the study, it provides a framework for understanding how transformational leadership influences entrepreneurship orientation in SMEs. Transformational leaders, through their charismatic and inspirational behavior, can stimulate followers'

creativity, innovation, and willingness to take risks. They can foster a sense of purpose and meaning among employees, instilling a shared vision and commitment to entrepreneurial behaviors. However, a potential weakness of the theory is the subjective interpretation of transformational leadership behaviors. The specific behaviors associated with transformational leadership can vary across individuals and cultural contexts, making it challenging to measure and compare their effects accurately.

METHODOLOGY

This research investigated the effect of idealized influence on employee job satisfaction in selected microfinance institutions (MFIs) located in Abuja Metropolis. By focusing on 10 MFIs, the study remains manageable while still providing valuable insights into the sector. The study follows a descriptive research design and employs a quantitative research strategy to collect primary data and test hypotheses derived from the existing literature. The population of interest consisted all employees working in the selected MFIs, with a total population size of 206 employees. To benefit from in-depth knowledge of respondents with regards to the MFI's operations, culture, and leadership practices, the study set a criterion of a minimum of 5 years of employment in the MFIs. Consequently, a total of 180 employees meeting this criterion were sampled using census technique and issued questionnaire through drop and pick approach. These employees have a better understanding of the organization's dynamics, which can provide valuable insights into the impact of idealized influence and inspirational motivation on their job satisfaction.

Table 1: Sample Size Distribution among the Selected MFIs

S/n	MFIs	Sampled Employees
1	Abucoop Microfinance Bank	18
2	Ally Microfinance Bank	16
3	Alpha Kapital Microfinance	15
4	AMML	17
5	Atlas	17
6	Visa	20
7	e-Barcs	16
8	Navy	18
9	M&M	15
10	Prestige	13
Total		165

Each variable was assessed using five items on a Likert scale, ranging from strongly disagree to strongly agree. The selection of measurement instruments was based on existing literature and the research objectives, drawing inspiration from the work of Ngaithe et al. (2016). The questionnaire was administered to the sampled employees to collect the necessary data for the study using drop and pick approach. Only 165 copies of questionnaire distributed were returned in good condition and subjected to statistical analysis, specifically employing structural equation modelling (SEM). SEM allows for the examination of both the direct and indirect effects of the independent variables on the dependent variable, providing a comprehensive understanding of the relationships.

Figure 1: Model of the Study

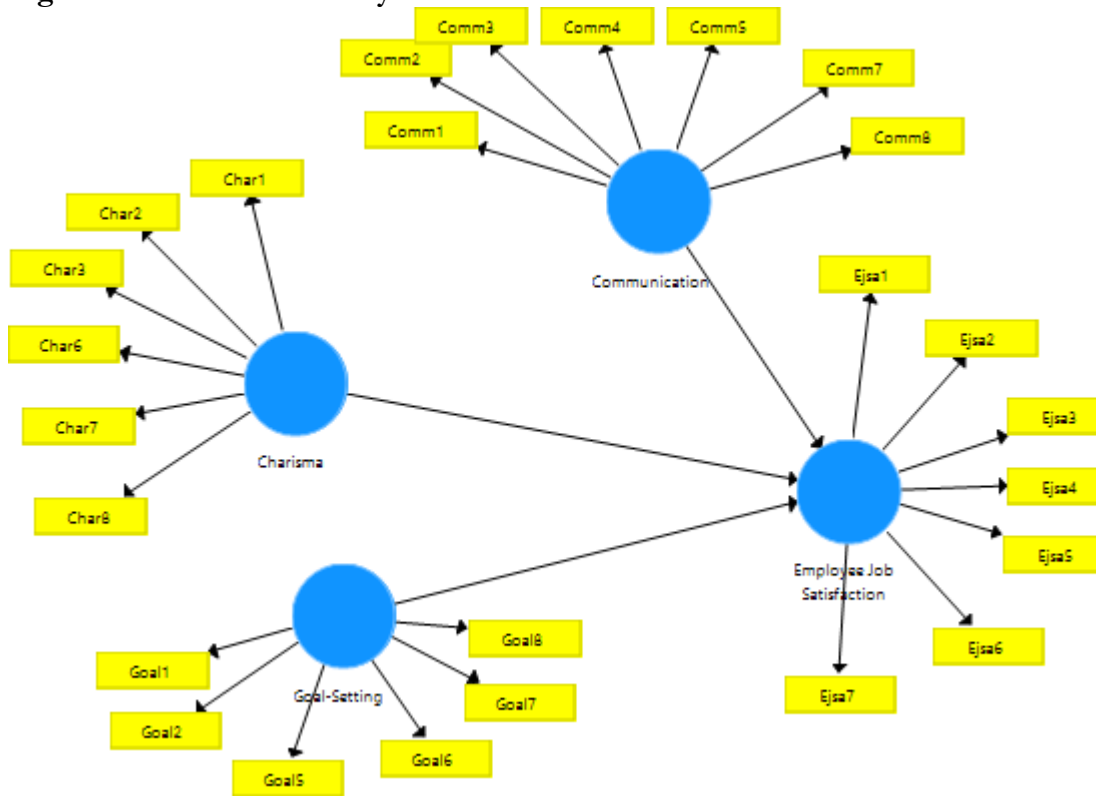
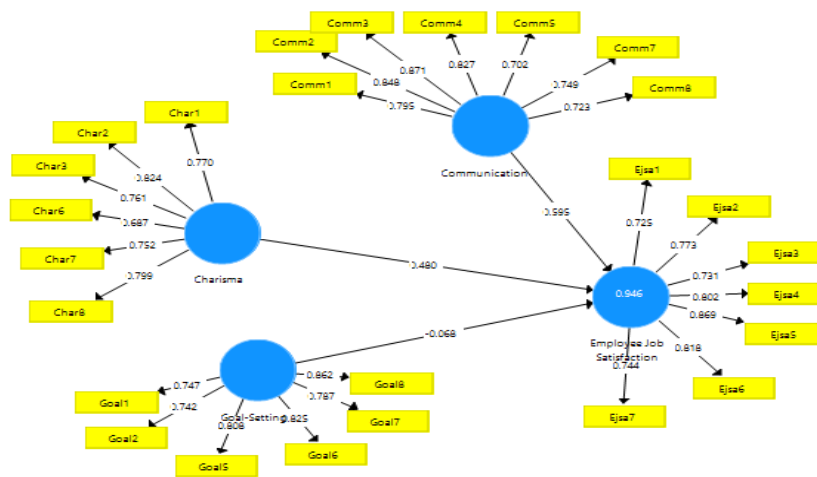


Table 2: Summary of Descriptive Statistics of the Measurement Variables

variable	Mean	Median	Min	Max	Sdv	Kurtosis	Skewness
Char	3.758	4.000	1	5	1.197	-0.509	-1.939
Comm	4.006	4.000	1	5	1.065	-0.024	-2.018
Goal	3.800	3.000	1	5	1.187	-0.250	1.573
Ejsa	3.915	4.000	1	5	1.130	0.227	-2.648

Source: SMART PLS, 2024

Table 2 provides descriptive statistics for four measurement variables: Char (charisma), Comm (communication), Goal (goal-setting), and Ejsa (employee job satisfaction). The mean values range from 3.758 (Char) to 4.006 (Comm), indicating moderate to high levels for all variables. The median values are generally close to the mean, except for Goal, where the median is 3.000, suggesting a potential skewness in the distribution. The standard deviations range from 1.065 (Comm) to 1.197 (Char), indicating a similar level of variability across the variables. The kurtosis values are slightly negative for Char (-0.509), Comm (-0.024), and Goal (-0.250), suggesting a relatively flat distribution compared to a normal distribution. The skewness values indicate varying degrees of asymmetry: Char (-1.939) and Comm (-2.018) are negatively skewed, Goal (1.573) is positively skewed, and Ejsa (-2.648) has a strong negative skew. The minimum and maximum values for all variables range from 1 to 5, indicating the use of a 5-point scale for measurement.

Figure 2: Factor Loadings

The factor loadings represent the relationship between the observed variables (Charisma, Goal-Setting, Communication and Employee Job Satisfaction) and the underlying latent factors in the study. It is worth noting that all the factor loadings, except for those that were deleted due to falling below the threshold, met the criteria of 0.7 set by Hair et al. (2015). Meeting this threshold indicates a strong relationship between the observed variables and the underlying latent factors being measured in the study. The fact that the majority of the factor loadings exceeded the 0.7 threshold indicates that these variables are reliable indicators of the latent constructs they represent.

Table 3: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	AVE
Employee Job Satisfaction	0.886	0.913	0.637
Charisma	0.859	0.895	0.588
Communication	0.865	0.946	0.691
Goal-Setting	0.899	0.920	0.624

Source: SMART PLS, 2024

Table 3 presents the Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values for the variables: Employee Job Satisfaction, Charisma, Communication and Goal-Setting. These values indicate the construct reliability and validity of the variables in the study. In this study, the Cronbach's Alpha values range from 0.859 to 0.899, indicating high internal consistency and reliability for all three variables. Composite Reliability is another measure of reliability that considers both the internal consistency and the error variance of the items. The values in the table, ranging from 0.895 to 0.946, suggest that the variables have high composite reliability, further supporting their reliability and consistency. Furthermore, the AVE values in the table, ranging from 0.588 to 0.691, exceed the recommended threshold of 0.5, as suggested by Hair et al. (2015). This indicates that the variables have good convergent validity, meaning that they measure the intended constructs accurately.

Table 4: Heterotrait-Monotrait Ratio (HTMT)

	Charisma	Communication	Employee Satisfaction	Job	Goal-Setting
Charisma					
Communication	0.801				
Employee Job Satisfaction	0.794	0.812			
Goal-Setting	0.844	0.827	0.829		

Source: SMART PLS, 2024

Table 4 presents the Heterotrait-Monotrait (HTMT) ratios, which are used to assess discriminant validity between constructs in structural equation modeling. The constructs in this case are Charisma, Communication, Employee Job Satisfaction, and Goal-Setting.

The HTMT ratios range from 0.794 to 0.844, with the highest ratio being between Charisma and Goal-Setting (0.844). All the ratios are below the recommended threshold of 0.85, indicating adequate discriminant validity among the constructs. Specifically, the HTMT ratio between Charisma and Communication is 0.801, suggesting these two constructs are distinct. The ratios between Charisma and Employee Job Satisfaction (0.794), and Communication and Employee Job Satisfaction (0.812) are also below the threshold, indicating discriminant validity between these pairs of constructs. The HTMT ratio between Communication and Goal-Setting (0.827), and Employee Job Satisfaction and Goal-Setting (0.829) are slightly higher but still within the acceptable range for discriminant validity.

Generally, the HTMT ratios in the table suggest that the constructs in the measurement model exhibit sufficient discriminant validity, meaning they measure distinct aspects of the underlying theoretical concepts as argued by Hair et al., (2015)

Table 5: Path Coefficient and Discussion of findings

Construct Indicators	Beta	T Statistics (O/STDEV)	P Values	Decision
Charisma-> Employee Job Satisfaction	0.319	2.679	0.008	Rejected
Communication -> Employee Job Satisfaction	0.294	5.721	0.000	Rejected
Goal-Setting-> Employee Job Satisfaction	0.518	4.554	0.000	Rejected

Source: SMART PLS, 2024

DISCUSSION OF FINDINGS

Table 5 presents the path coefficients, beta values, T-statistics, and P-values for the relationships between the three constructs (Charisma, Communication, and Goal Setting) and Employee Job Satisfaction. The decisions are based on whether the relationships were statistically significant. Each variable's effect on employee job satisfaction is discussed below.

The path coefficient for the effect of charisma on employee job satisfaction is 0.319, indicating a positive effect. The T-statistic is 2.679, which is above the critical value of 1.96, suggesting that the effect is statistically significant. The P-value of 0.008 is less than the alpha level of 0.05, leading to the rejection of the null hypothesis. This indicates that charisma significantly contributes to employee job satisfaction. Leaders who possess charisma can inspire and motivate employees, fostering a work environment that enhances job satisfaction.

The path coefficient for effect of communication on employee job satisfaction is 0.294, indicating a positive effect. The T-statistic is 5.721, significantly above the critical value, showing a strong statistical significance. The P-value is 0.000, which is well below the alpha level, leading to the rejection of the null hypothesis. Effective communication significantly enhances employee job satisfaction by ensuring that employees are well-informed, aligned with organizational goals, and feel valued and understood within the organization.

The path coefficient for effect of goal setting on employee job satisfaction is 0.518, indicating a substantial positive effect. The T-statistic is 4.554, which is significantly above the critical value, suggesting a strong statistical significance. The P-value is 0.000, below the alpha level, leading to the rejection of the null hypothesis. This demonstrates that goal setting has the strongest effect on employee job satisfaction among the three variables. Clear and achievable goals provide employees with a sense of direction and purpose, enhancing their engagement and satisfaction with their jobs.

CONCLUSION AND RECOMMENDATIONS

Based on the result of the study presented in Table 5, it is hereby concluded that idealized influence has a significant effect on employee job satisfaction in the selected microfinance institutions (MFIs) in Abuja

metropolis. These findings provide empirical evidence that idealized influence, which is a crucial aspect of transformational leadership, plays a vital role in enhancing employee job satisfaction levels in these organizations operating in the Abuja metropolis.

RECOMMENDATIONS

Based on the results of the study, the following recommendations are offered;

- (i) MFI leaders should strive to cultivate and exhibit charismatic behaviors that inspire and motivate their employees. Training programs focused on developing charismatic leadership qualities, such as confidence, vision articulation, and role modeling, should be implemented for employees of the organizations.
- (ii) Effective communication channels should be established within the MFIs to facilitate open and transparent dialogue between leaders and employees. Leaders should prioritize clear and consistent communication, ensuring that employees understand organizational goals, objectives, and expectations.
- (iii) Given the strong influence of goal-setting on employee job satisfaction, MFI leaders should place emphasis on setting clear, achievable, and meaningful goals for employees. A participative approach to goal-setting, involving employees in the process, could be adopted to enhance ownership and commitment.

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S/N	Question	SA	A	U	D	SD
	Charisma					
Char1	My leader possesses a charismatic personality that motivates me to excel in my role.					
Char2	The vision that my leader has for the future of our organization excites me					
Char3	Leader's behavior inspire confidence and loyalty among team members.					
Char4	My leader's behavior serves as an exemplary role model for me to emulate.					
Char5	Leader's behavior aligns with the organization's values and mission.					
Char6	My leader's charismatic personality makes me feel valued as an employee					
	Communication					
Comm1	My leader effectively communicates organizational goals and objectives.					
Comm2	My leader encourages open communication and welcomes feedback from employees.					
Comm3	The leader's communication style motivates employees to strive for excellence.					
Comm4	My leader actively listens to employees' concerns and ideas.					
Comm5	My leader has the ability to explain complex issues in simple terms.					
Comm6	My leader's communication style is respectful and considerate towards employees.					
Comm7	My leader's communication style promotes a positive and collaborative work environment					

	Goal-Setting					
Goal1	My leader sets goals that are challenging yet attainable					
Goal2	My leader's goals are aligned with the organization's strategic objectives.					
Goal3	My leader adjusts goals as needed to accommodate changing circumstances					
Goal4	My leader provides regular feedback on progress towards achieving goals					
Goal5	My leader involves employees in the goal-setting process.					
Goal6	My leader sets goals that are specific, measurable, and time-bound.					
Goal7	The leader challenges employees to expand their knowledge and skills					
	Employee Job Satisfaction					
Ejsa1	I find my work at this organization fulfilling and meaningful.					
Ejsa2	I am satisfied with the opportunities for personal growth and development in my job.					
Ejsa3	I feel valued and appreciated for the work I do in this organization.					
Ejsa4	I am content with the level of autonomy and decision-making authority I have in my job					
Ejsa5	I am happy with the organizational culture and work environment in this organization.					
Ejsa6	I am satisfied with the compensation and benefits package I receive from this organization.					
Ejsa7	I feel a sense of accomplishment and pride in the work I do for this organization					