EFFECT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL RESILIENCE IN DEPOSIT MONEY BANKS IN NIGERIA

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Abstract
This study investigated the effect of transformational leadership using two dimensions of idealized influence and individualized consideration on organizational resilience in Nigerian deposit money banks. Employing a cross-sectional survey design with a quantitative approach using primary data and a structured five-point Likert scale questionnaire, data was collected using a simple random sampling technique for a sample size of 407(291 plus extra 40%) out of accessible population of 1,065 managerial staff in six Tier 1 deposit money banks in Nigeria determined using Taro Yamane method. Partial Least Squares Structural Equation Modelling (PLS-SEM) was employed for data analysis of 313 usable sample, using Smart – PLS 4 tool to evaluate the research hypotheses. The study revealed that idealized influence significantly and positively impacts on organizational resilience in Nigerian deposit money banks. Furthermore, individualized consideration significantly and positively influences organizational resilience in Nigerian deposit money banks. Based on these findings, this study recommends that Nigerian deposit money banks should prioritize leadership development programs that cultivate idealized influence and individualized consideration skills among leaders as a key mechanism for enhancing organizational resilience.
Keywords: *idealized influence, individualized consideration, organizational resilience, transformational leadership, deposit money banks (DMB), commercial banks.*

INTRODUCTION

There are circumstances that are forcing organisations to be proactive so as to be more competitive and adapt to situations which may be facilitated by leadership capability. Nigeria's business landscape is known to be turbulent and characterized by political instability or uncertainty, fluctuating economic conditions, regulatory uncertainties, hyperinflation, exchange rate volatility, cyber threats and security concerns among other threats (Ibekwe, 2021; Idoniboye-obu et al., 2022; Ogbu et al., 2019; Orlu et al., 2022, Titiloye, 2020). These factors have collectively created an environment of uncertainty, affecting the banks' ability to plan ahead, to operate smoothly and fulfil their role as the financial backbone of society. The vital flow of deposits and investment opportunities that deposit money banks depend on for success is hindered by this instability (Lakew, 2020). Hence, organizational resilience is vital to the performance and survival of business entities especially the deposit money banks which play a pivotal part in propelling economic endeavours and of vital concern for national growth.

Organizational resilience has been defined in literature as the ability of organizations to adapt and cope with disruptions, emphasizing attributes such as adaptability, coping, and reinvention/reconfiguration (Rodríguez-Sánchez et al., 2021). Other definitions focus on the awareness and sense-making abilities of organizations, including the ability to anticipate risks, raise awareness, and understand the effects of changes which are referred to as anticipation (Sahebjamnia et al., 2018). Anticipation also, involves the ability of organizations to scan their environment, create resilience plans, exhibit specific leadership behavior, and allocate resources to prepare for potential adversity (Vakilzadeh & Haase, 2021; Dayagbil, 2023). Coping refers to the strategies and qualities organizations employ to deal with adversity, such as particular leadership qualities, fostering an organizational culture that supports resilience, and promoting innovation (Butler et al., 2021). Adaptation involves an organization's ability to learn from adversity, initiate change processes, and develop the capacity to anticipate future adversity (Szemző et al., 2022).

The role of transformational leadership in enhancing organizational resilience has emerged as a compelling subject of inquiry in recent years (Abdul Salam et al., 2023). According to Gupta et al., (2018), effective leadership styles significantly impact organizational resilience by fashioning how leaders interact with their teams, confront challenges, and cultivate adaptability. Sharief, (2024), in his study using desk study research design to assess the effects of different leadership styles on organizational resilience in times of crisis in

Sudan, concluded that transformational leadership, characterized by vision, inspiration, and individualized consideration, has been found to promote organizational resilience by fostering employee commitment, adaptability and innovation. Furthermore, transformational leadership, marked by idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration, has been recognized as a potential catalyst for enhancing organizational resilience (Bass & Riggio, 2006). The transformational leadership style can inspire employees to embrace change, adapt to challenges, and innovate, thereby contributing to the banks' ability to withstand the disruptive forces at play.

Two dimensions of transformational leadership are investigated in this study. First, idealized influence which serves as a beacon, with leaders setting a positive example by embodying the values and behaviors they expect from their teams (Pillai & Arumugan, 2023). When leaders demonstrate unwavering commitment to the bank's mission and vision, it cultivates a sense of purpose and unity among employees. This shared commitment becomes a foundation upon which the bank's resilience is built, enabling the workforce to weather challenges with a collective determination (Aljileedi & Amoozegar, 2023). Secondly. individualized consideration is a pivotal dimension of transformational leadership which revolves around recognizing and addressing the unique needs, strengths, and development opportunities of individual followers (Bass & Riggio, 2006). Leaders who practice individualized consideration create an environment of trust, support, and personal growth ((Nguyen et al., 2019). This personalized approach not only enhances employee engagement and commitment but also contributes to organizational performance and a culture of inclusivity (Rad et al., 2021; Khan et al., 2021). Understanding the intricacies of individualized consideration can provide valuable insights for leaders and organizations seeking to excel in today's dynamic and diverse organizational landscape.

Given that, the resilience of the deposit money banks is of vital concern for their organizational survival and national growth as they play a pivotal part in propelling economic endeavours and that no known study has been conducted to assess the effect of transformational leadership on organizational resilience of deposit money banks in Nigeria, this study therefore, investigates the effect of idealized influence and individualized consideration in transformational leadership on organizational resilience in Nigerian deposit money banks. This is to shed light on how these factors collectively shape the banks' ability to navigate and thrive amidst the challenging business landscape. Through a comprehensive analysis of these relationships, valuable insights can be gained into strategies that can potentially bolster the resilience of deposit money banks and, by extension, fortify Nigeria's financial ecosystem against the backdrop of turbulent circumstances. Arising from the study, the following null hypotheses were formulated:

H01: There is no significant relationship between idealized influence in transformational leadership and organizational resilience in Nigerian deposit money banks.
H02: There is no significant relationship between individualized consideration in transformational leadership and organizational resilience in Nigerian deposit money banks.

LITERATURE REVIEW

Concept of Organizational resilience

Organizational resilience, a critical concept in contemporary management and organizational studies, is approached from various angles in the literature, each shedding light on different dimensions and aspects of this multifaceted phenomenon (Su & Junge, 2023). Organizational resilience has been defined in various ways in the literature. Some definitions highlight the ability of organizations to adapt and cope with disruptions, emphasizing attributes such as adaptability, coping, and reinvention/reconfiguration (Rodríguez-Sánchez et al., 2021). Other definitions focus on the awareness and sensemaking abilities of organizations, including the ability to anticipate risks, raise awareness, and understand the effects of changes (Sahebjamnia et al., 2018).

One comprehensive conceptualization of organizational resilience breaks it down into three stages: anticipation, coping, and adaptation (Barasa et al., 2018). Anticipation involves the ability of organizations to scan their environment, create resilience plans, exhibit specific leadership behavior, and allocate resources to prepare for potential adversity (Vakilzadeh & Haase, 2021; Dayagbil, 2023). Coping refers to the strategies and qualities organizations employ to deal with adversity, such as particular leadership qualities, fostering an organizational culture that supports resilience, and promoting innovation (Butler et al., 2021). Adaptation involves an organization's ability to learn from adversity, initiate change processes, and develop the capacity to anticipate future adversity (Szemző et al., 2022). These three dimensions are interconnected and form the building blocks of organizational resilience, enabling organizations to effectively navigate unexpected events, recover from crises, and foster future success.

Resilience has been approached from various angles. Some studies argued that the levels of organizational resilience start from individual resilience, to group resilience to organizational resilience (Deva et al., 2023). Individual resilience refers to the ability of an individual to adapt and bounce back from adversity or stress. It involves active coping strategies and seeking social support (Su & Junge, 2023). Group resilience, on the other hand, focuses on the ability of a group to maintain cohesion and support its members during challenging times. Jones-Wood and Phillips (2022) assert that it emphasizes the importance of social support and collective coping mechanisms. Organizational resilience refers to the ability of an organization to withstand and recover from disruptive events (Rodríguez-Sánchez et al., 2021). It involves a comprehensive approach that considers the individual, group, and network levels within the organization. Adverse events and antecedents at these different levels can either positively or negatively influence the resilience processes and outcomes of an organization (Deva et al., 2023).

Some focus on coping strategies and the ability to resume expected performance levels (Mousa et al., 2020). Others emphasize the advancement of organizational processes and capabilities, highlighting the need to make adjustments and emerge stronger after crises (Andersson et al., 2019). According to Shwetha (2022) there is also a perspective that incorporates anticipation, viewing resilience as the ability to predict and prevent potential dangers before damage occurs.

Recently, some studies have started to combine these perspectives, suggesting that resilience involves purposeful coping, adaptation, and anticipation of potential threats (Shaya et al., 2022). Anticipation involves observing and identifying threats, while coping entails accepting the situation and developing solutions (Sahebjamnia et al., 2018; Rahi, 2019). Adaptation involves reflecting on and learning from the experience. Indicators used to assess organizational resilience include awareness, which refers to an organization's ability to assess its environment and interpret changes, and adaptive capacity, which is the organization's capacity to transform its structure and processes (Su & Junge, 2023). Awareness, stability, self-efficacy, competence, information-seeking behaviors, and forwarding behaviors are all domains associated with organizational resilience (Hillmann & Guenther, 2021).

The literature reveals a range of dimensions that contribute to our understanding of organizational resilience. Galaitsi et al. (2023) propose a comprehensive framework comprising five dimensions: capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience. Firstly, capital resilience delves into the financial stability and resource management of an organization (Chen et al., 2021). It encompasses strategies for safeguarding financial assets and ensuring the efficient allocation of resources, which are fundamental for maintaining operations during crises (Jones-Wood & Phillips, 2022). Secondly, strategic resilience emphasizes an organization's capacity to adapt and reposition its long-term goals and objectives in response to external disruptions (Zayed et al., 2022). It involves the ability to swiftly reassess strategies, pivot, and align with emerging opportunities or threats. Thirdly, cultural resilience explores the role of organizational culture in resilience-building (Su & Junge, 2023). A resilient culture is characterized by adaptability, openness to change, and a strong sense of shared values and purpose. Such a culture fosters an environment where employees are more inclined to collaborate, innovate, and respond effectively to challenges (Chen et al., 2021). Fourthly, relationship resilience highlights the significance of robust external and internal relationships. Organizations with strong relationships with stakeholders, including suppliers, customers, and employees, are better equipped to navigate crises collaboratively. Internally, fostering positive relationships among team members and leaders can enhance communication and support mechanisms during turbulent times (Deva et al., 2023). Finally, learning resilience underscores the value of organizational learning and adaptation. This dimension focuses on the capacity to collect, analyze, and apply knowledge from past experiences to improve future responses to disruptions (Zayed et al., 2022). Learning resilience encourages a culture of continuous improvement and the ability to evolve based on lessons learned (Chen et al., 2021; Jones-Wood & Phillips, 2022).

Idealized Influence

The first dimension, idealized influence, is often regarded as the cornerstone of transformational leadership. Leaders who exhibit idealized influence are perceived as role models, admired, and emulated by their followers due to their unwavering commitment to ethical values and their integrity (Bass & Riggio, 2006). Idealized influence, a foundational dimension of transformational leadership, embodies the essence of ethical leadership. This critical review illuminates the multifaceted nature of idealized influence by exploring its significance in leadership contexts. Idealized influence refers to a leadership behavior where leaders serve as exemplary role models for their followers, epitomizing high ethical standards and values that command respect and admiration (Ohunakin et al., 2019).

Transformational leaders who exhibit idealized influence are charismatic, visionary, and ethical (Begum et al., 2018). They inspire trust and admiration among their followers, who tend to emulate their behavior and ardently strive to meet the leader's expectations (Ohunakin et al., 2019). This emulation extends beyond mere behavioral replication; it encompasses a deep commitment to the leader's values and principles, fostering a sense of shared ethical purpose within the organization (Moghadam et al., 2020). This dimension creates a powerful foundation of trust and respect within the organization, as leaders lead by example. Idealized influence is instrumental in establishing followers' commitment to not only the leader's vision but also the organization's mission (Adarkwah & Zeyuan, 2020). It serves as a catalyst for organizational change and resilience, as it inspires individuals to uphold the organization's values even in challenging times (Karimi & Morshedi, 2015)

A crucial aspect of idealized influence is the leader's unwavering commitment to high moral standards, the communication of a compelling shared vision, and a readiness to make sacrifices for the collective good (Al Ahmad et al., 2019; Bangbon et al., 2023). Leaders practicing idealized influence set the bar high, not only in terms of performance but also in terms of ethics and integrity (Nuel et al., 2021). They consistently act in accordance with their values and beliefs, considering the ethical and moral ramifications of their decisions (Nuel et al., 2021). Furthermore, idealized influence involves fostering mutual respect, transcending self-interest, displaying confidence and power, and discussing and reinforcing important values and beliefs (Chandrasekara, 2019). In organizations led by individuals who exhibit idealized influence, employees not only respect their leaders but also develop a deep respect for the thoughts and opinions of their colleagues (Adarkwah & Zeyuan, 2020). This mutual respect extends to recognizing potential problems, resolving conflicts, contributing innovative solutions, acquiring new skills necessary for evolving tasks, implementing best practices, acquiring critical information, and mastering the essential technology and tools for enhanced work performance (Adarkwah & Zeyuan, 2020).

One of the most profound aspects of idealized influence is its ability to inspire and motivate followers to emulate their leader's actions and strive for excellence (Khan et al., 2020). Leaders who embody idealized influence create a compelling sense of purpose and vision, driving followers to go above and beyond to achieve the leader's expectations (Khan et al., 2020). In summary, idealized influence is not merely about leaders setting an example; it represents the cornerstone of ethical leadership (Bass & Riggio, 2006). Leaders who exhibit idealized influence inspire their followers to not only emulate their behavior but also to embrace a shared ethical vision (Moghadam et al., 2020). This dimension plays a pivotal role in fostering a culture of mutual respect, ethical integrity, and extraordinary commitment, all of which are fundamental to organizational success and resilience (Ohunakin et al., 2019).

Individualized Consideration

Individualized consideration revolves around recognizing and addressing the unique needs, strengths, and development opportunities of individual followers (Bass & Riggio, 2006). The concept of individualized consideration within the domain of transformational leadership underscores the significance of tailoring leadership approaches to the unique needs, strengths, and development opportunities of each subordinate. Individualized consideration, as elucidated in both reviews, encompasses a leadership behavior where leaders prioritize the individual growth and development of their subordinates (Khan et al., 2021). It involves recognizing that each employee is a unique individual with distinct aspirations, skills, and challenges (Al Ahmad et al., 2019; Bangbon et al., 2023). Leaders who exhibit individualized consideration take the time to understand these differences, providing personalized support and guidance to facilitate their subordinates' growth and help them realize their full potential (Nguyen et al., 2019).

Transformational leaders practicing individualized consideration go beyond a one-size-fits-all approach to leadership. They create a supportive and nurturing environment where each employee feels valued and supported (Ahmed & Al Amiri, 2022). This personalized approach includes providing employees with suggestions, guidance, and consideration to improve their performance and contribute to the organization (Ran, 2021).

Empirical Review

In this section, the empirical review of the study's variables is presented. This empirical review is structured as follows: firstly, it delves into the empirical studies of the effect of idealized influence and individualized consideration in transformational leadership on various organizational outcomes.

Ran (2021) aimed to explore the mediating effect of organizational citizenship behavior on the relationship between transformational leadership and organizational performance in small and medium-sized enterprises in China. The study examined the dimensions of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, and their effects on organizational performance. The results revealed that intellectual stimulation, inspirational motivation, and individualized consideration had positive effects on organizational performance.

Mon, et al. (2021) examined the effect of transformational leadership on employee performance, with employee engagement as a mediating variable. The study focused on employees of Certain Functional Officers Immigration Analyst under the Provincial Office of the Ministry of Law and Human Rights Kepulauan Riau. The research employed a quantitative approach and utilized a Likert scale questionnaire, filled out by 163 employees out of a total population of 216. Data analysis involved the Partial Least Square (PLS) method and SmartPLS 3.0 software. The results indicated that idealized influence and inspirational motivation had a positive but insignificant effect on employee performance, while intellectual stimulation and individualized consideration had no effect. However, when these four components of transformational leadership were mediated by employee engagement, the impact of transformational leadership on employee performance was strengthened.

Rad, et al. (2021) study aimed to determine the effect of transformational leadership on organizational innovation with knowledge management as a mediating factor in schools. The research was conducted on school principals, expert officers, and deputy managers at the Department of Education of Dasht-e Azadegan county, Khuzestan province, Iran. The study adopted a survey research strategy with a questionnaire-based data collection method. Factor analysis was used for validity assessment. Data were analyzed using structural equation modeling in Amos software. The findings revealed that intellectual stimulation, idealized influence, inspirational motivation, and individualized consideration, both directly and through the mediating role of knowledge management, significantly influenced organizational innovation in schools.

Haddad, et.al (2018) conducted a study that sought to investigate the impact of transformational leadership style, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, on employees' job satisfaction within IT companies in Jordan. The research encompassed a sample of 151 surveys from a population of 300 employees. The analysis employed single and multiple regression to examine the data and test the hypotheses. The results indicated that transformational leadership was highly adopted in Jordanian software development companies, and employee job satisfaction was also high. All transformational leadership variables were found to impact job satisfaction, with idealized influence having the most substantial effect.

Chebon, et al. (2019) aimed to determine the influence of individualized consideration and intellectual stimulation on employee performance using evidence from Moi Teaching and Referral Hospital (MTRH) in Kenya. The study included data from 463 respondents comprising top management, middle-level management, and operational staff. On the influence of individualized consideration, the research revealed recognition of employees leading to better productivity, teaching and coaching of staff, supervisors' respect for individual contributions, and providing opportunities for identifying individual needs and capabilities.

Jensen, et al. (2020) employed a mixed-methods approach to explore the relationship between CEO transformational leadership and firm performance. They used a random sample of 42 CEOs from publicly-listed US and European companies, creating individual CEO profiles by content analyzing media sources. A panel of judges rated the CEOs' transformational leadership styles. Firm performance data was obtained from Thomson Datastream. The results showed significant associations between intellectual stimulation and inspirational motivation, along with different financial performance indicators. A positive relationship was observed between individualized consideration and firm performance.

Kebede and Goyal (2019) investigated the relationship between transformational leadership and job performance in Amhara National Regional State Bureaus, Ethiopia. The study employed a correlational and descriptive survey design and collected quantitative data from 368 respondents through stratified and simple random sampling. The study found that transformational leadership and its dimensions, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, had a positive and significant correlation with employee performance. Two dimensions, inspirational motivation and individualized consideration, were significant predictors of job performance, while the other two dimensions were not.

Islam, et al. (2021) delved into the relationship between transformational leadership, trust in leadership, and employee championing behavior during organizational change. This study, set in Bangladesh's banking sector, aimed to understand how transformational leadership influences trust in leadership and employee championing behavior, with a focus on the context of organizational change. Through questionnaire surveys and structural equation modeling, the study revealed that transformational leadership significantly impacts employee trust in leadership and championing behavior during times of organizational change.

Yuan et al. (2022) focused on the effects of leadership style and trust in leadership on employees' affective commitment during a global pandemic. The study collected 580 valid questionnaires from hospitality and tourism employees working from home during the COVID-19 crisis. They used structural equation modeling with AMOS software for data analysis. Their findings revealed that perceived transformational leadership was a positive predictor of trust in leadership and affective commitment. Additionally, trust in leadership mediated the relationship between transformational leadership and organizational commitment. Cao and Le (2022) investigated the influence of transformational leadership (TL) on organizational change capability (OCC) and the mediating roles of two specific aspects of trust in leadership, namely disclosure-based trust and reliance-based trust. They used structural equation modeling to analyze data collected from 376 participants in 115 small and medium firms in China. The results indicate that TL and employee trust in leadership have positive and significant impacts on OCC. Furthermore, disclosure-based trust in leadership has a greater influence on change capability compared to reliance-based trust in leadership. The findings support the mediating mechanism of employee trust in leadership between TL and OCC.

Keradjaan et al (2020) investigated the influence of servant leadership on lecturer performance through trust in the leader as a mediating variable. They conducted this research with permanent lecturers at Poli Padamara Halmahera Utara. The findings demonstrate the influence of servant leadership on performance and trust in leaders. The study also highlights the mediating role of trust in leader in connecting servant leadership to performance. This research signifies the importance of servant leadership and trust in leader in the context of lecturer performance.

Social Exchange Theory

Social Exchange Theory (SET), developed by Homans (1958) and Blau (1964) is a fundamental concept in sociology and psychology which provides valuable insights into understanding the dynamics of social interactions and relationships. SET is based on the assumption that human behavior involves the exchange of rewards between individuals (Stafford, 2017). It emphasizes the exchange of resources, both material and symbolic, in interpersonal relationships (Mitchell et al., 2012). The theory focuses on the negotiation and conduct of exchanges through communication (Stafford, 2017). It also considers the role of expectations, comparisons, and alternatives in evaluating relationships (Cropanzano et al., 2017). SET does not assume self-profit maximization or individual behavior as the focus, but rather emphasizes situational factors, interaction, and subjective evaluation of rewards and costs (Varey, 2015). Social exchange theory is rooted in general social theory and has links to social network analysis and empirical network research (Mighfar, 2015). It explains social behavior as exchange with an emphasis on interdependence, relationships, and contractual norms, and it does not assume self-profit maximization or focus on individual behavior (Varey, 2015).

SET has been used in research to understand and explain various social phenomena in management, sociology, and social psychology (Cropanzano et al., 2017). Researchers have used this theory as a framework to comprehend the intricacies of such exchanges (Stafford, 2017). The theory focuses on the negotiation and conduct of exchanges, with communication serving as the means through which exchanges are conducted (Mighfar, 2015). Furthermore, SET delves into the influence of expectations, comparisons, and alternatives within these social exchange relationships (Shore et al., 2009). The theory, in this context, examines the factors that underlie the decisions and choices individuals make within these relationships ((Mitchell et al., 2012). In organizational settings, SET has been the bedrock for understanding the dynamics of exchange relationships. It has also been extended to explore how these relationships intersect with cultural and individual differences (Barbalet, 2017).

In the context of a study examining the relationship between idealized influence as well as individualized consideration in transformational leadership and organizational resilience in deposit money banks in Nigeria, the assumptions of SET are highly relevant. Firstly, the theory assumes reciprocity as a core principle, suggesting that individuals engage in social exchanges with the expectation of receiving something in return for what they offer (Stafford, 2017). In the case of idealized influence in transformational leadership, leaders inspire and motivate employees, fostering a sense of trust in the leadership. This trust represents a form of reciprocity. Secondly, Social Exchange Theory posits that individuals weigh the costs and rewards of engaging in social exchanges (Mitchell et al., 2012). Trust in leadership, therefore, becomes an outcome of this social exchange. Thirdly, individuals aim to maximize positive outcomes while minimizing negative ones. When employees trust their leaders and feel that they are valued, the cost-benefit analysis becomes favorable (Stafford, 2017), leading to increased trust and, in turn, fostering organizational resilience (Abdul-Salam et al., 2023). Employees, when motivated and inspired by transformational leaders, are more likely to contribute to the bank's resilience by proactively addressing challenges and adapting to changes (Omiete et al., 2018). In general, social exchange theory illuminates how the relationships between idealized influence as well as individualized consideration in transformational leadership and organizational resilience in deposit money banks in Nigeria are shaped by principles of reciprocity, costs, and rewards in the unique context of deposit money banks in Nigeria.

METHODOLOGY

This study employed a cross-sectional survey research design with a quantitative approach to examine the effect of transformational leadership on organizational resilience in deposit money banks in Nigeria. This design included the collection and analyzing of data from respondents concerned with the research phenomenon. The respondents were sample selected representatively from the entire population of the study, after which the findings were generalized to the entire population. The research encompassed the total of 26 commercial banks officially registered with the Central Bank of Nigeria (CBN) as of May 7, 2024 (CBN, 2024). Nonetheless, this investigation primarily centered on six (6) Tier 1 banks - Domestic Systemically Important Banks (D-SIBs) or Tier 1 banks as labeled by CBN, which are recognized as the cornerstone of Nigeria's financial and economic structure – namely Access Bank, Ecobank, Zenith Bank, United Bank for Africa (UBA), Guaranty Trust Holding Company (GTCO), and First Bank of Nigeria Preliminary inquiries indicated that an average commercial bank in Nigeria maintains a minimum of five (5) essential branch management personnel (Okoye & Uniamikogbo, 2017; Oladele, 2020). Therefore, the accessible population of managerial staff is 1,065. This team holds the responsibility for executing various functions within the bank branch. The common titles within the branch management team encompass the Business/Branch manager, Heads of Operations, Funds Transfer Officers, Relationship managers, Cash Officers, and Heads of Customer Service. Consequently, for this research, these specified officers will be selected as the focal units for analysis and the sampling framework. Therefore, the accessible population of managerial staff as calculated in table 3.1 below is 1,065.

Table 3.1: Population of Respondents

S/N	Name of selected Commercial Banks	Number of Branches in Abuja	Minimum number of Managerial Staff
1	Access Bank Plc	35	(35 x 5) = **175**
2	Ecobank Nigeria	41	(41 x 5) = **205**
3	Zenith Bank Nigeria Plc	47	(47 x 5) = **235**
4	United Bank for Africa Plc	36	(36 x 5) = 18**0**
5	Guaranty Trust Bank Plc	16	(16 x 5) = 8**0**
6	First Bank Nigeria Plc	38	(38x 5) = **190**
	TOTAL	**213**	**1,065**

The sample size for this study will be determined using the Taro Yamane formula. This study uses Taro Yamane (1976) Formulae $n = N/1 + N (e)^2$ to determine the sample size as shown below.

$$= \frac{N}{1+N\,(e)^2}$$

Where S = sample size sought

N = population size

e = level of significance (0.05)

Therefore, the sample sought is

$$\text{i.e } S = \frac{1065}{1+1065\,(0.05)^2} = \frac{1065}{3.663} = 291$$

Therefore, a total of 291 copies of the questionnaire (see the Appendix) were intended for distribution to the chosen bank branches within the Abuja metropolis. Following the recommendation by Bartlett, Kotrlik, and Higgins (2001), researchers are advised to incorporate an additional margin of 30% to 50% to the calculated sample size to account for potential issues such as non-responses or incorrectly completed questionnaires. As a result, this study decided to expand the sample size by 40%. Therefore, The primary data was collected with a structured questionnaire designed with five-point Likert scale response options while the questions were statements to which the respondents are to show their level of agreement. The responses mainly ranged from strongly agree (5), to agree (4), undecided (3), disagree (2), and strongly disagree (1). A total of 407 questionnaires were distributed among the managerial staff of the selected banks through e-mail, electronic means and physical copies hand-delivered to those who could not be accessed through e-mail. Consequently, a simple random sampling technique was employed for selecting participating banks. To generate random numbers, MS Excel was utilized. This approach ensures that each potential participant has an equal chance of being selected, resulting in a representative and unbiased sample for the study.

In this case, two dimensions of transformational leadership (the independent variable) : idealized influence and individualized consideration, in relationship with organizational resilience were evaluated using items adapted from the scale developed by Avolio et al. (1999), which has been employed by various researchers, including Jaiswal and Dhar (2015). To evaluate the research hypotheses within the research model, the responses were coded and analyzed, employing the partial least squares structural equation modeling (PLS-

SEM) using the measurement and the structural model with the smartPLS4 statistical software. The model of study is specified below:

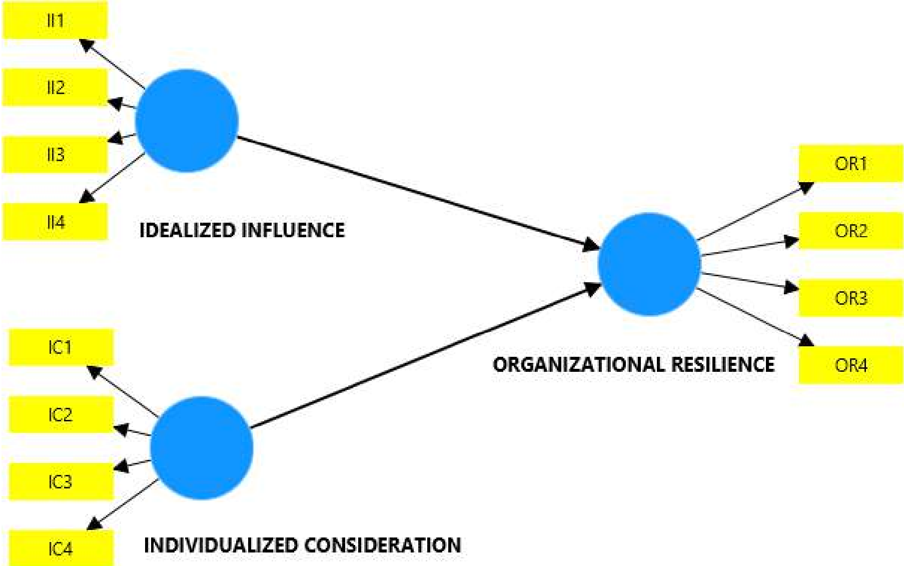


FIGURE 1: MODEL SPECIFICATION

RESULTS AND DISCUSSIONS

The study administered 407 copies of questionnaire to the core managerial staff cadre (full time employees) of the selected banks in Abuja, Federal Capital Territory-Nigeria, out of which 339 copies were completed and returned translating to 83.29% response rate. Due to cases of outliers and too many missing cases, 26 cases were removed. The usage responses were 313 cases.

The Measurement Model

The measurement model is a crucial component of PLS-SEM analysis as it assesses the validity and reliability of the measurement instruments. The measurement model in PLS-SEM is evaluated through the measurement model assessment, which involves examining the outer loadings, average variance extracted (AVE), composite reliability (CR), and discriminant validity.

The outer loadings refer to the correlation between the construct and its corresponding indicators, with a value of 0.7 or higher indicating an acceptable level of measurement reliability (Hair et al., 2017). The AVE assesses the amount of variance captured by the measurement model for each construct and should be greater than 0.5 (Fornell & Larcker, 1981). The CR measures the internal consistency of the constructs and should be above 0.7 (Hair et al., 2017). Lastly, discriminant validity tests whether the constructs are distinct from each other, and can be established through the Fornell-Larcker criterion, where the square root of the AVE should be higher than the correlations between the constructs (Fornell & Larcker, 1981).

The Structural Model

When the measurement model assessment is satisfactory, the next step in evaluating PLS-SEM results is assessing the structural model. The structural model on the other hand, explores the relationships between the constructs. It's in this phase that the research hypotheses are examined and evaluated through the coefficients of determination (R^2), path coefficients, and effect sizes the coefficients of determination (R^2), path coefficients, and effect sizes Standard assessment criteria to be considered include the coefficient of determination (R2), the blindfolding-based cross validated redundancy measure (Q2), and the statistical significance and relevance of the path coefficients. In addition, this study assessed the model's out-of-sample predictive power by using the PLS predict procedure (Shmueli, et al., 2016).

The R^2 measures the amount of variance explained by the exogenous constructs on the endogenous constructs, with a value of 0.25 or higher indicating a strong effect size (Cohen, 1988). The path coefficients show the strength and direction of the relationships between the constructs, with a value of 0.1 or higher indicating a significant effect (Hair et al., 2016). The effect sizes are measured using Cohen's d, with values above 0.8 indicating a large effect size (Cohen, 1988). In summary, the results provide a comprehensive understanding of how idealized influence and individualized consideration in transformational leadership influence organizational resilience in Nigerian deposit money banks.

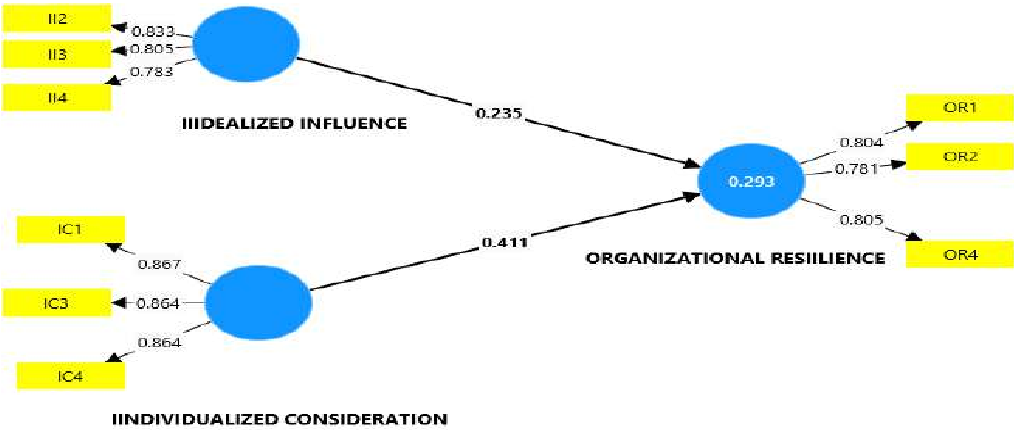


Figure 2: Indicator Outer Loading

Table 2: Reliability of the Study Scale

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
IIDEALIZED INFLUENCE	0.733	0.737	0.849	0.652
INDIVIDUALIZED CONSIDERATION	0.832	0.833	0.899	0.748
ORGANIZATIONAL RESIILIENCE	0.713	0.713	0.839	0.635

Source : Smart PLS Output 2024.

Table 2 above presents the reliability metrics for the study scales related to idealized influence, individualized consideration in transformational leadership and organizational resilience. All constructs demonstrate good reliability, with Cronbach's Alpha values of 0.733 for idealized influence, 0.832 for individualized consideration, and 0.713 for organizational resilience, indicating strong internal consistency. The rho_A values, slightly higher than Cronbach's Alpha, further confirm the reliability: 0.737 for idealized influence, 0.833 for individualized consideration, and 0.713 for organizational resilience. Composite reliability scores are also high, with values of 0.849 for idealized influence, 0.899 for individualized consideration, and 0.839 for organizational resilience, suggesting that the constructs are consistently measured. The Average Variance Extracted (AVE) values are all above the 0.50 threshold: 0.652 for idealized influence, 0.748 for individualized consideration, and 0.635 for organizational resilience, indicating good convergent validity, meaning that a substantial portion of the variance in each construct is captured by its indicators.

Table 3: Heterotrait-Monotrait Ratio (HTMT)

	IDEALIZED INFLUENCE	**INDIVIDUALIZED CONSIDERATION**	**ORGANIZATIONAL RESIILIENCE**
IDEALIZED INFLUENCE			
INDIVIDUALIZED CONSIDERATION	0.453		
ORGANIZATIONAL RESIILIENCE	0.526	0.641	

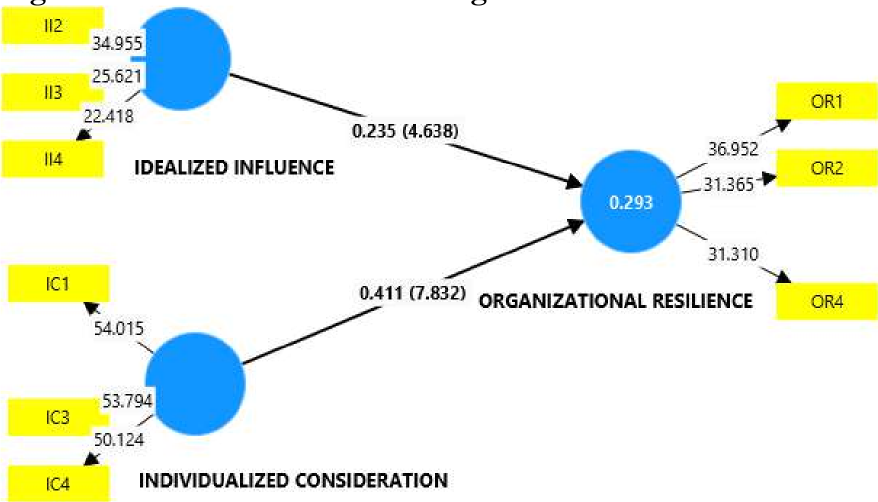
Source: Smart PLS Output 2024

Table 3 above displays the Heterotrait-Monotrait Ratio (HTMT) values, which assess the discriminant validity between the constructs of idealized influence, individualized consideration in transformational leadership and organizational resilience. The HTMT values are all below the common threshold of 0.85, indicating good discriminant validity. Specifically, the HTMT ratio between idealized influence and individualized consideration is 0.453; also, between idealized influence and organizational resilience is 0.526; as well as between individualized consideration and organizational resilience is 0.641. These values suggest that each construct is distinct from the others, thereby confirming that the constructs measure different concepts and are not overly correlated.

Structural Model

The standard assessment criteria were considered in assessing the structural model which include the path coefficient, t-values, p-values and coefficient of determination(R2). The bootstrapping procedure was conducted using a resample
5000.

Figure 3 Path Coefficient of the Regression Model



Source: Smart PLS Output 2024

Table 4: Path Coefficients

	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**
IDEALIZED INFLUENCE -> ORGANIZATIONAL RESILIENCE	0.235	0.239	0.051	4.638	0.000
INDIVIDUALIZED CONSIDERATION -> ORGANIZATIONAL RESILIENCE	0.411	0.413	0.052	7.832	0.000

Source: Smart PLS Output 2024

Test of Hypotheses

H01: There is no significant relationship between idealized influence in transformational leadership and organizational resilience in Nigerian deposit money banks.

Table 4 displays the path coefficient for the relationship between idealized influence as 0.235 with a T-value of 4.638 and a P-value of 0.000. Given that the P -value is below the 0.05 threshold, therefore the null hypothesis (H01) which states that there is no significant relationship between idealized influence in transformational leadership and organizational resilience in Nigerian deposit money banks is rejected. This result demonstrates that idealized influence has a positive, and significant effect on organizational resilience.

H01: There is no significant relationship between individualized consideration in transformational leadership and organizational resilience in Nigerian deposit money banks.

Similarly, the path coefficient, T-value, and P-value for the relationships between individualized consideration and organizational resilience are 0.411, 7.832 and 0.000 respectively. Since the P-value is less than the significance level of 0.05, the null hypothesis (H02) individualized consideration has no significant effect on organizational resilience in Nigerian deposit money banks is rejected. This indicates that individualized consideration positively and significantly impacts on organizational resilience.

DISCUSSION OF FINDINGS

The objective of this study is to examine the effect of idealized influence and individualized consideration in transformational leadership on organizational resilience in Nigerian deposit money banks. The result of the study revealed that idealized influence and individualized consideration in transformational leadership have significant positive effects on transformational leadership and organizational resilience in Nigerian deposit money banks. The study's finding that idealized influence and individualized consideration in transformational leadership both have significant and positive effects on organizational resilience in Nigerian deposit money banks is supported by some empirical studies. However, some studies disagree with the finding.

Ran (2021) aimed to explore the mediating effect of organizational citizenship behavior on the relationship between transformational leadership and organizational performance in small and medium-sized enterprises in China. The study examined the dimensions of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, and their effects on organizational performance. The results revealed that idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration had positive effects on organizational performance.

Mon, et al. (2021) examined the effect of transformational leadership on employee performance, with employee engagement as a mediating variable. The results indicated that idealized influence and inspirational motivation had a positive but insignificant effect on employee performance, while intellectual stimulation and individualized consideration had no effect. However, when these four components of transformational leadership were mediated by employee engagement, the impact of transformational leadership on employee performance was strengthened.

Rad, et al. (2021) study aimed to determine the effect of transformational leadership on organizational innovation with knowledge management as a mediating factor in schools. The research was conducted on school principals, expert officers, and deputy managers at the Department of Education of Dasht-e Azadegan county, Khuzestan province, Iran. The study adopted a survey research strategy with a questionnaire-based data collection method. Factor analysis was used for validity assessment. Data were analyzed using structural equation modeling in Amos software. The findings revealed that intellectual stimulation, idealized influence, inspirational motivation, and individualized consideration, both directly and through the mediating role of knowledge management, significantly influenced organizational innovation in schools.

Haddad, et.al, (2018) conducted a study that sought to investigate the impact of transformational leadership style, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, on employees' job satisfaction within IT companies in Jordan. The research encompassed a sample of 151 surveys from a population of 300 employees. The analysis employed single and multiple regression to examine the data and test the hypotheses. The results indicated that transformational leadership was highly adopted in Jordanian software development companies, and employee job satisfaction was also high. All transformational leadership variables were found to impact job satisfaction, with idealized influence having the most substantial effect.

Chebon, et al. (2019) aimed to determine the influence of individualized consideration and intellectual stimulation on employee performance using evidence from Moi Teaching and Referral Hospital (MTRH) in Kenya. The study included data from 463 respondents comprising top management, middle-level management, and operational staff. On the influence of individualized consideration, the research revealed recognition of employees leading to better productivity, teaching and coaching of staff, supervisors' respect for individual contributions, and providing opportunities for identifying individual needs and capabilities. Jensen, et al. (2020) employed a mixed-methods approach to explore the relationship between CEO transformational leadership and firm performance. They used a random sample of 42 CEOs from publicly-listed US and European companies, creating individual CEO profiles by content analyzing media sources. A panel of judges rated the CEOs' transformational leadership styles. Firm performance data was obtained from Thomson Datastream. The results showed significant associations between intellectual stimulation and inspirational motivation, along with different financial performance indicators. A positive relationship was observed between individualized consideration and firm performance.

Kebede and Goyal (2019) investigated the relationship between transformational leadership and job performance in Amhara National Regional State Bureaus, Ethiopia. The study found that transformational leadership and its dimensions, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, had a positive and significant correlation with employee performance. Two dimensions, inspirational motivation and individualized consideration, were significant predictors of job performance, while the other two dimensions were not.

Mon et al. (2021) discovered that individualized consideration had no significant effect on employee performance among Immigration Analysts in Indonesia. Haddad, Badran, and Daood (2018) noted that while transformational leadership as a whole impacted job satisfaction, individualized consideration was not singled out as the most influential factor. Lastly, Kebede and Goyal (2019) found that only inspirational motivation and individualized consideration were significant predictors of job performance, suggesting that the impact of idealized influence and individualized consideration may vary across different contexts and settings.

This study's finding that idealized influence in transformational leadership significantly and positively impact organizational resilience in Nigerian deposit money banks underscores the importance of one of the most profound aspects of idealized influence which is its ability to inspire and motivate followers to emulate their leader's actions and strive for excellence, driving followers to go above and beyond to achieve the leader's expectations. This dimension of transformational leadership plays a pivotal role in fostering a culture of mutual respect, ethical integrity, and extraordinary commitment, all of which are fundamental to organizational success and resilience.

Also this study's finding that individualized consideration in transformational leadership significantly and positively impact organizational resilience in Nigerian deposit money banks emphasizes the importance of personalized leadership approaches. This suggests that leaders who attend to the unique needs and development of each employee foster a supportive environment that enhances the organization's ability to withstand and adapt to challenges. Such individualized attention boosts employee morale, trust, and engagement, which are critical components of resilience.

CONCLUSION AND RECOMMENDATIONS

In conclusion, this study demonstrates that idealized influence and individualized consideration within transformational leadership significantly enhances organizational resilience in Nigerian deposit money banks. The direct positive impact indicates that when leaders attend to the individual needs of their employees, it strengthens the organization's overall resilience. Also, leaders who build trust through idealized influence by being a worthy role model will further enhance the organization's ability to adapt and thrive in challenging environments. These findings underscore the importance of fostering personalized leadership and role model lifestyle as well as trust-building practices to bolster organizational resilience, suggesting that banks should invest in leadership development programs that emphasize these attributes.

Based on these findings, two practical recommendations can be made for Nigerian deposit money banks. First, to leverage the direct positive effect of idealized influence, banks should focus on building leaders who are role models and maintain trust between leaders and employees. This can be achieved by promoting transparent communication, demonstrating integrity, and ensuring consistency in leadership actions. Leaders should be trained to actively listen to employees' concerns and involve them in decision-making processes. In the Nigerian context, where hierarchical structures are common, fostering an environment of trust can bridge gaps between different levels of the organization, leading to a more resilient and cohesive workforce.

Second, given the importance of individualized consideration in transformational leadership on organizational resilience, banks should implement leadership development programs that emphasize personalized attention and support for employees. Such programs can include training managers to recognize and respond to individual employee needs, provide tailored feedback, and foster professional growth. This approach will likely improve employee morale and engagement, thereby enhancing organizational resilience. consideration on organizational resilience, banks should implement leadership development programs that emphasize personalized attention and support for employees. Such programs can include training managers to recognize and respond to individual employee needs, provide tailored feedback, and foster professional growth. This approach will likely improve employee morale and engagement, thereby enhancing organizational resilience.

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APPENDIX

Please indicate the degree to which you agree or disagree with the under-listed statements by ticking ☑ the appropriate number against each statement on the basis of the following scale:
1= Strongly Disagree 2= Disagree 3= Slightly Agree 4=Agree5= Strongly Agree.

		Level of Agreement				
		Strongly Agree	**Agree**	**Slightly Agree**	**Disagree**	**Strongly Disagree**
	Idealized Influence in Transformational Leadership					
II1	My supervisor talks to us about his/her most important values and beliefs					
II2	My supervisor expresses his/her confidence that we will achieve our goals					
II3	My supervisor emphasizes the importance of having a collective sense of mission					
II4	My supervisor has strong purpose					
	Individualized Consideration in Transformational Leadership					
IC1	My supervisor spends time in teaching and coaching me					
IC2	My supervisor helps group members to develop their strengths					
IC3	My supervisor treats me as an individual rather than as a member of the group					
IC4	My supervisor considers me as having different needs					
	Organizational Resilience					
OR1	"In this bank, we are able to cope with changes in our business brought on by external crises"					
OR2	In this bank, we are able to easily adapt our business operations to external crises"					
OR3	"In this bank, we are able to provide a quick response to the negative effects of external crises on our business"					
OR4	"In this bank, we are able to maintain high situational awareness at all times".					

Thank you for your cooperation