EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE: A PERSPECTIVE OF LEADER'S INFLUENCE

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ABSTRACT

The study examined the effect of transformational leadership on employee performance in the banking sector based on the leader's influence perspective. Literature review revealed that the ability of the leader to influence the followers is centred on idealised influence (model the way) and inspirational motivation (communicating appealing vision) factors of transformational leadership. The motivation for the study was because information on how idealised influence and inspirational motivation affect employees performance in the banking sector in Sub-Saharan countries had been rarely addressed. Where addressed, the findings are tokenistic, discrete and imprecise. A sample of 132 employees who were working in the banking sector was surveyed using a self-administered structured questionnaire and a simple random sampling technique. Multiple linear regressions were used to estimate the relationship between the predicators and an independent variable. An in-depth interview was also employed to collect qualitative data from ten employees selected using the purposive sampling technique from ten different banks. Thematic analysis was used to analyse qualitative data to supplement the quantitative findings. The study revealed that idealised and inspirational motivation positively influence the performance of employees in the banking sector. The study has got four knowledge contributions. Firstly, contrary to other empirical studies, this study adopted mixed methods research design. Secondly, the study revealed that employee's performance is enhanced if supervisors become good role models and at the same time inspire employees to commit to the bank's vision. Thirdly, idealised influence and inspirational motivation factors are significant to the employees performance and are the learned behaviours. Fourthly, leaders should be careful with their decisions and actions because employees are likely to emulate the leaders' behaviours by trusting that whatever they do is correct and acceptable.

Keywords: *Banking sector, employee performance, leader's influence, transformational leadership*

INTRODUCTION
Background Information
The concept of leadership has been widely studied, mushrooming and common in all business sectors including the banking sector. The banking sector provides a stable payment system, financing investment opportunities, issuing loans, creating job opportunities and training customers (Belias, Koustelios, and Gkolia, 2015). To continue performing well, the banking sector needs strong and stable leadership. Leadership is the key critical success factor for the sustainability of the banking sector since it accounts for 99 % of all banks' successful efforts. The global banking sector has been facing several challenges that significantly interfere with its performance. These challenges include financial scandals, poor corporate practices, bankruptcies and weak leadership systems. Other challenges are pressure from major stakeholders and immaterial relationships between leaders and employees (Ally, 2014; BOT, 2018; Suriyankietkaew and Avery, 2016). The relationship becomes immaterial when the behaviour, decisions, actions and values of leaders narrowly inspire, motivate and guide employees towards achieving the bank's goals (Jackson, 2016; Savovic, 2017; Trang, 2016). To be successful, leaders in the banking sector need strong interpersonal attributes and skills, remarkable leadership competencies and high banking skills such as digital savvy and customer service skills.

Some banks in Tanzania have also been financially underperforming because some of the senior leaders and officers have inadequate leadership qualities such as charisma (BOT, 2018). Poor role models lead to poor corporate practices, weak leadership and some financial scandals. For instance, in 2018 BOT closed the five non-performing banks as they failed to comply with the legal and regulatory requirements due to a complex business environment and weak corporate governance practices (BOT, 2018). Besides, some banks fail because senior officers are incapable of communicating banks' visions to employees (Mwita, Mwakasangula, & Tefurukwa, 2018). The aforementioned observations are consistent with other studies that banks' employees perform poorly in Sub-Saharan African countries due to weak corporate governance practices, poor leadership, poor supervisory systems and poor risk management strategies (Ally, 2014; Gathaiya, 2017). This implies that some banks are financially underperforming due to weak leadership and management practices resulting from poor role model leaders and their inability to inspire employees for optimal performance. Implicitly, inadequate analytical skills, problem-solving skills, communication skills, resilience, attention to detail, work ethic, determination, team coordination, commercial awareness skills, positive attitude and personality and stress management skills, are likely to affect employee performance in the banking sector. In order to continue excelling in the banking sector complex and challenging environment, there is a need to address how to overcome them for improving their performance and sustainability. To minimise the aforementioned challenges, having multi-skilled, authentic, trustful, inspiring and strong good role model leaders in the banking sector is inevitable.

Leaders become good role models if they have idealised influence leadership behaviours and inspire employees if they have inspirational motivation leadership behaviour (Groves, 2014; Northouse, 2016). Idealised influence and inspirational motivation factors are therefore considered vital for reducing leadership malpractices and improving corporate behaviours (Abouraia & Othman, 2017). Leader being a role model inspires and encourages employees to behave in a way that promotes the greater good against self-interests (Northouse, 2016). It also guides employee in realising the vision, mission and objectives of the banking sector (Manaf & Latif, 2014; Savovic, 2017). A good role model leader possesses qualities such as hard working, trust, respect, integrity, positivity, accountability and persistence. Although idealised influence and inspirational motivation have been accepted to promote employee performance in banking sector, information on how they influence employees performance in the banking sector in Sub-Saharan countries is rarely addressed. Where addressed, the findings are tokenistic, discrete and imprecise. Also, a lot of criticisms are emerging on whether Multifactor Leadership Questionnaire (MLQ) measurement model fits to measure transformational leadership in all countries or/with different cultural settings (Northouse, 2016; Yukl, 2013). Therefore, the objective of this study was to investigate how a transformational leader influences employee performance in the Dar es Salaam city banking sector.

LITERATURE REVIEW
Since idealised influence and inspirational motivation are the transformational leadership behaviours (Bass, 1985; Burns, 1978; Northouse, 2016), transformational leadership theory builds the foundation of this study. A transformational leader consistently influences and transforms the followers' thinking to align their self-interest with organisation's goals for positive and optimal outcomes (Burns, 1978). Transformational leaders are therefore good role models and are enthusiastic in inspiring followers and moving and changing things in a big and optimal way. Transformational leaders compel a vision of what a new organisation could be, by making employees feel passionate about the success of that organisation (Bass & Avolio, 1994; Northouse, 2016).

Transformational leadership theory has four measurable factors, which are inspirational motivation, idealised influence, intellectual stimulation and individual consideration. Idealised influence and inspirational motivation factors were selected and covered together simply because not only that they frequently overlap with each other but also have similar leadership conceptualisations (Groves, 2014; Northouse, 2016). Despite leaders with idealised influence and inspirational motivation behaviour playing important role in bringing change, both employees and leaders have to work as a team to bring the planned transformational changes (Northouse, 2016). Meanwhile, there is little information on how a leader's transformational leadership behavioural approach influences employee performance in the East African banking sector (Anyango, 2015; Mwita *et al.*, 2018). In addition, a lot of criticisms are emerging on whether Multifactor Leadership Questionnaire (MLQ) measurement model fits to measure transformational leadership in all countries and different cultural settings (Northouse, 2016; Yukl, 2013). That being the case, it was, therefore, important to conduct this study in the banking sector in Dar es Salaam city to fill existing theoretical gaps.

Idealised influence broadly means leadership attributes and behaviours that are depicted by leaders who act as good role models and display personalities that influence followers to passionately emulate their behaviours and actions (Groves, 2014; Northouse, 2016). Thus, leaders with idealised influence behaviours instil confidence and pride in subordinates to go a far mile beyond self-interest for the greater good of the team by sacrificing efforts, time and energy for the benefits of the majority. The role of idealised influence on employee performance has been broadly studied in the developed countries particularly Europe, Australia and USA with inconsistent and mixed results. For example, it has been revealed that idealised influence behaviour leaders influence significantly increases greater employees' commitment and motivation to work in achieving superior performance and better results (Waldman & Mansour, 2009; Walumbwa & Hartnell, 2011). Thus, leaders who act as good role models through their behaviours and actions toward the positive achievement of the organisation's goals also attract followers to emulate their behaviours and actions. It has been found that changing one level in idealised influence would increase employees' organizational commitment and performance by 27 times and also increase employees' job satisfaction by 36 times (Malik, Javed, & Hassan, 2017). Leaders with idealised influence behaviours improve employee performance possibly because their charisma, good ethical conduct and high moral standards make them good role models for the subordinates to emulate by believing that they are always doing the right things. From the foretasted literature, one could conclude that idealised influence leadership generally improves employee performance through the exemplary influence of the leader. Yet, some studies have found that idealised influence has an insignificant effect on employees' performance and calculative commitment to the organisation (Waris, Khan, Ismail, Adeleke, & Panigrahi, 2018). The findings are not surprising because the extraordinary influence of transformational leaders can lead to the wrong decisions, too much motivation, burnout and high risk-taking of employees, overlook realism and inability to choose priority. In the similar vein, lack of consensus on how idealised influence affects employee performance called for this research. Thus, this study hypothesises:

Ho_1: *There is no relationship between idealised influence and employee performance in the banking sector in Dar es Salaam city.*

Basing on the available statistics in the sub-Saharan African countries, few empirical studies have been done on how inspirational motivation influences the performance of employees. Studies reveals that a leader with inspirational motivation behaviour articulates a clear future vision, communicates the big expectations to followers, committed to achieving the set goals, optimism oriented, very enthusiastic and is capable of staying positive (Northouse, 2016; Sahin, Çubuk, & Uslu, 2014). This kind of leader usually talks positively about the future of the subordinates and an organisation at large and also communicates well the vision and future direction of that organisation (Chebon, Aruasa, & Chirchir, 2019). Because inspirational motivation leader is authentic, very passionate, has ample knowledge, is personable and very resilient, he or she instils the commitment spirit into employees towards achieving the set organisation's goals. Building the shared values and encouraging positive employee psychological thinking and development, significantly contribute to positive business results and sustainability (Scotland, 2010). This means that an inspired employee work hard and act as stimuli for passionately bringing the business success and sustainability (Savovic, 2017; Westhuizen, 2014). Further, inspirational motivation positively affects the quality of employee performance and productivity at the workplace (Anyango, 2015); it makes to 24 times increase in committing to the organisation and 39 times in job satisfaction (Malik, Javed, & Hassan, 2017). The employees' performance can be much more increased if are significantly inspired and encouraged to accept change with their leaders (Trang, 2016). Thus, inspirational motivation leadership increases performance levels through communicating optimal vision and action to subordinates and highly encouraging teamwork spirit, creativity and innovation towards organisation's maximum achievements. However, some studies have revealed that inspirational motivation has an insignificant relationship with employees' creativity and innovation ability (Suifan & Al-Janini, 2017) and the performance and calculative commitment of the employees because of sometimes inspirational motivation leaders bringing stress to employees (Waris, Khan, Ismail, Adeleke, & Panigrahi, 2018). This implies that due to the tendency of inspirational motivation leaders' ambition to perfect influence, in the long run, may disrupt the subordinates' mental and physical well-being and thus significantly lower leaders' performance. Therefore, the existence of inconsistent and mixed results on the relationship between inspirational motivation and employee performance encouraged the researcher to conduct this study to fill the existing research gap. The study, therefore, hypothesises that:

Ho_2: *There is no relationship between inspirational motivation and employee performance in the banking sector in Dar es Salaam city.*

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Critical literature review shows that the leaders with idealised influence behaviours inspire their subordinates through being good role models, making ethical and moral decisions, encouraging them to go beyond self-interest, asking feedback on work performance, committing to promises they make and also building a culture of trust among employees. Likewise, leaders with inspirational motivation have the vision that promises a better future, builds employee self-confidence and show employees how to achieve their long-term interest. Moreover, they have confidence that an organisation will achieve its target goals, they effectively communicate to employees on the future plans and how to achieve them and also inspire employees to volunteer in serving the organisation. Moreover, literature shows that indicators of employee performance in the banking sectors are quality products, quality financial services, quality markets, quality technology, many product portfolios and effective feedback. The study, therefore, used these constructs and their respective indicators to test their relationship with a dependent variable. The theoretical framework presented in figure 1 indicates the assumed relationship between predicators and a dependent variable.

Figure 1: Theoretical framework
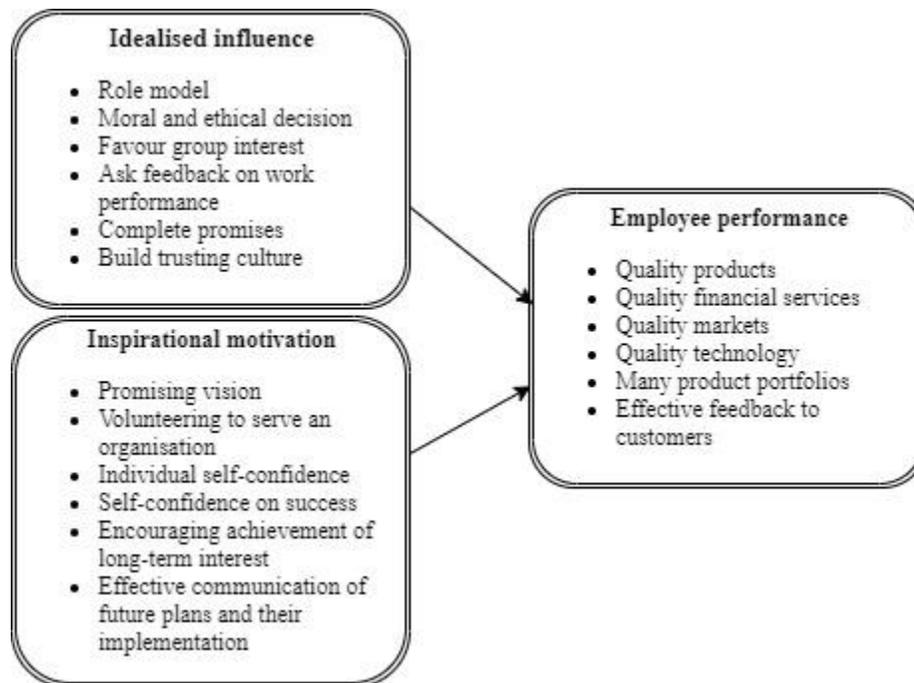
Source: Literature review, (2020)

RESEARCH METHODOLOGY

The study investigated how idealised influence and inspirational motivation affect employee performance. The study adopted the mixed method approach in order to recognise inconsistency between quantitative and qualitative findings and gain more insights on the relationships between independent variables and a dependent variable. Quantitative research examined how predicators influence the dependent variable using numerical data (Saunders, Lewis, & Thornhill, 2012). A qualitative research approach through the in-depth interview was employed to get broad views and opinions on how idealised influence and inspirational motivation influence employee performance. In-depth interviews were important for gaining deep knowledge and insights and understanding of the phenomenon under the study. Thus, the methodological approach of this study is unique because contrary to other empirical studies, this current study adopted both quantitative and qualitative methods of research design. The cross-sectional survey study was employed because it permits data collection and comparison of several variables at a single point in time to find the solution to the existing problem (Creswell, 2014).

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The study area was Dar es Salaam city based on the fact that, NBS's (2016) report shows that the city leads in having banks in Tanzania. Besides, banks were chosen because BOT's (2018) reported the existence of underperformance in some banks due to poor corporate practices among other factors. The units of observations were employees from the banking sector in Dar es Salaam city with the purpose of knowing how their leaders' behaviours and actions influence and inspire them to accomplish the banks' objectives. The Green's (1991) formula was adopted for finding the sample size of 66 employees by N >50 + 8m where N = sample size; and m = number of independent variables. However, Anders and Zhou, (2017) used a sample of 155 instead of 82 minimum sample based on the 4 predictor variables and was almost twice the minimum sample size. Therefore, the study used a sample of 132 instead of 66 based on 2 predictor variables. A list of banks was obtained from the Bank of Tanzania (BOT) and were randomly selected to avoid biases (Kothari, 2009; Saunders *et al.*, 2012). Employees from each randomly selected bank were asked to fill in the questionnaires without replacement until the sample size of 132 respondents was successfully obtained. Data analysis was based on only 129 respondents after data coding and cleaning processes.

The independent variables (idealised influence and inspirational motivation) were measured relying on the advanced MLQ Avolio and Bass (1995). The questionnaire was structured and standardised, with closed-ended questions and a 5-points Likert scale. The researcher and researcher's assistants visited the banks to distribute the questionnaires to the respondents through a self-administered approach. In addition, the researcher used interview guide questions to make an in-depth interview with ten employees who were selected by using the purposive sampling technique from ten different banks for 16 hours. The aim of the in-depth interview was to get more rich information on the effect of idealised influence and inspirational motivation on employee performance and compare the findings with quantitative results and other existing literature.

Cronbach 's alpha was used to check if the measures were reliable based on alpha value ≥ 0.60 (Hair, Black, Babin, & Anderson, 2010). The concepts of independent variables and a dependent variable were well covered in measurement instruments to ensure content validity (Creswell, 2014). Construct validity was tested by using the Principal Component Analysis to identify if all important constructs were included in the study. Multiple regression analysis was applied as a data analysis technique to test the hypotheses and make conclusions guided by equation 1-1:

$$Y = \beta_0 + \beta_1 II + \beta_2 IM + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (1-1)$$

Where:
The Y is the predicted value of the dependent variable employee performance and β_0 is the Y-intercept (constant) in regression. The β_1 is the estimated regression coefficient of idealised influence (II) and β_2 is the estimated regression coefficient of inspirational motivation (IM). Finally, ε is a random variable introduced to accommodate other factors not included in regression equation 1-1. Thematic analysis was carried out for qualitative data by organising and preparing transcripts, field notes, and audios for analysis. Data were first transcribed into text and then relevant themes were developed and the findings were matched with relevant numerical findings in this study, literature, and theory.

Findings
Table 1 indicates that all Cronbach 's alpha values for the independent variables were greater than the minimum value 0.7 (Saunders *et al.*, 2012). This implies that data were consistent and dependable.

Table 1: Reliability results

Item	Cronbach's Alpha	N of Items
Idealised Influence	.946	6
Inspirational motivational	.974	6

Source: Field data (2020)

The independent variables were subjected to factor analysis to measure the degree of construct validity using Kaiser-Meyer-Olkin (KMO). The KMO value is 0.923 as shown in Table 2 means that the sample was remarkably adequate. Therefore, there was a substantial correlation of the tested data.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.923

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	Bartlett's Test of Sphericity	Approx. Chi-Square	1932.41
		Df	66
		Sig.	.001

Source: Field data (2020)

The construct validity was also tested by the Principal Component Analysis (PCA). The findings indicate that the loading factors for all predicators were greater than the threshold value of 0.5, an indication that the construct validity was guaranteed (Table 3). Construct validity is very important since it examines if a test contains all essential indicators of the construct that is being measured.

Table 3: Pattern Matrix for factor analysis

Item	Item statement	Component	
		1	2
II1	My supervisor inspires me through being good role model.	.509	
II2	My supervisor considers moral and ethical effect before making decisions.	.570	
II3	My supervisor encourages me to go beyond self-interest for the benefits of this bank.	.568	
II4	My supervisor asks the feedback on actions which affect my work performance.	.610	
II5	My supervisor completes the promises and commitment he/she makes.	.640	
II6	My supervisor builds a culture of trusting me whatever I do in the job.	.621	
IM1	My bank has the vision that paints or promises a better future.		.592
IM2	My supervisor has the self-confidence that I and the bank will be successful in the future.		.620
IM3	My supervisor shows me on how my long-term interest can be realised.		.591
IM4	My supervisor has the confidence on successful achievement of the bank's goals.		.595
IM5	My supervisor communicates to me on future bank's plans and how best to achieve them in turbulent situation.		.655
IM6	My supervisor inspires me to volunteer to serving this bank.		.626

The adjusted R Square (R^2) was calculated to determine the percentage of variation that is exclusively explained by the predicators in the target-independent variable. The adjusted R^2 is suitable than the R square because it assesses the regression model's explanatory power which consists of several different predicators. The findings in Table 4 show that idealised influence and inspirational motivation explain the variation in employee performance by 52.9% (.529). The remaining percentage is therefore explained by other factors not investigated in this study.

Table 4. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741[a]	.549	.529	5.65759
a. Predictors: (Constant), IM, II				

Source: Field data (2020)

Analysis for variance (ANOVA) is done to give the important information on variability levels within a regression model and is the base of significant tests. The results in Table 5 clearly show that the p-value for the regression model F test is .000, less than the critical p-value (0.05). This means that the overall model fits the acceptable variability levels in the regression model. Thus, the two independent variables in totality predict the employee performance and this significantly qualifies this study.

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able 5. The ANOVA F test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2828.248	2	1414.124	44.180	.000[b]
	Residual	4065.052	127	32.008		
	Total	6893.300	129			
a. Dependent Variable: EP						
b. Predictors: (Constant), IM, II						

Source: Field data (2020)

Multiple linear regression analysis was run to determine its different coefficients and use them to make a conclusion on hypotheses. This study employed the standardised coefficients in building the regression model because they are easy to compare and make the correct judgement (Hair *et al.*, 2010). The findings are presented in Table 6.

Table 6: Coefficients of multiple linear regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.418	1.685		9.152	.000
	II	.316	.103	.279	3.054	.004
	IM	.410	.089	.419	4.581	.000
a. Dependent Variable: EP						

Source: Field data (2020)

Multiple linear regressions coefficients were used to form equation 1-2.

$$Y = 15.418 + .279II + 4.19IM + \varepsilon \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots (1-2)$$

Regression analysis was systematically run to determine the relationship between predicators and a dependent variable. The aim of running regression analysis was to test hypotheses and make conclusions. The results in Table 6 indicate the significant (p=.000) relationship between idealised influence and performance of employees. Therefore, the alternative hypothesis is accepted. Besides, the results in Table 6 show the significant (p=.004) relationship between inspirational motivation and employee performance and hence accepting the alternative hypothesis.

FINDINGS ORIENTED DISCUSSION

This study investigated how a transformational leader influences employee performance in the banking sector in Dar es Salaam city. It was revealed that idealised influence (strong role models) had a significant positive relationship with employee performance. This is contrary to Waris *et al*. (2018) findings which show that that idealised influence has an insignificant effect on the calculative commitment and performance of employees. Waris *et al*. (2018) findings imply that leaders with idealised influence behaviours do not always influence employees' commitment to their jobs. Again, leaders who are not good role models produce dissatisfied and uncommitted employees, who consequently perform poorly. Also, some respondents argued that people who have a low degree of proactive personality hardly achieve positive transformation and work outcomes since they lack forward-thinking, confidence and motivating others.
For example, interviewee N from bank V commented:

Leaders who lack forward-thinking and confidence can't afford to plan and figure out future challenges, obstacles and problems. They always become active when problems arise and start to blame circumstances. As a result, they transmit similar behaviours to their subordinates. They are not good role models and normally difficult to lead organisation positive transformation and positive work outcomes.
Other interviewees argued that personal common-sense matters while imitating or emulating what a leader does. For example, interviewee L from bank T commented:

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...Yes, it is better to learn from individuals who are far ahead of us for good purposes. ... However, imitation is sometimes neither expedient nor wise because it doesn't give room for looking at an issue in a different way from different angles. In that way, it hinders individual's critical thinking, initiative, creativity, innovation, analytical skills and personal development....

The implication is that copy and pasting from top leaders is sometimes detrimental because it hinders personal advancement. An extraordinary influence of transformational leaders leads to the wrong decisions, too much motivation, burnout and high risk-taking of employees, overlooking realism and inability to choose priority. Therefore, it is wise to learn from others but with careful caution because some top leaders' behaviour may mislead a subordinate.

The findings are, however, comparable with other studies which agree that leaders with idealised influence behaviours have a positive influence on employee performance. Idealised influence significantly transforms employees and organisations towards positive outcomes (Chebon, Aruasa, & Chirchir, 2019; Malik, Javed, & Hassan, 2017). Good role model leaders have attributes and behaviours that are oriented towards achieving organisation's or team goals-against self-interest goals and they carefully consider the aftermath of their decisions and actions on others. They usually have less egoistic behaviours. The role model leader should portray suitable behaviour to learn from and follow for positive outcomes; such a leader should walk on what he teaches or talks (Westhuizen, 2014). People normally trust leaders who can think in advance, plan, implement plans, finance the project, supervise it and implement proper monitoring and evaluation mechanisms. Leaders who talk much than doing are usually mistrusted by their subordinates. Also, some interviewees opined that the leader's idealised influence behaviour is a precondition for employee performance. Interviewee O from bank W asserted:

.... sincerely speaking I am proud of the supervisor who is consistently a good role model. Our bank is required to provide high-quality and reliable services, which is possible if the top leaders walk the talk. They should lead by examples such as being hard-working, being committed, acting ethically, and completing the promises they make. In that way, they will easily influence us towards accomplishing our bank's goals....

Thus, leaders with outstanding idealised influence behaviours are likely to generate multiplying positive effects in the organisation, including optimal employees' performance. As a result, leaders who act as exemplary role models in steering the achievement of the goals of the organisation, tend to attract the employees to emulate not only their decisions but also actions. Therefore, leaders who possess idealised influence behaviours can substantially improve employee performance because their charisma, unique ethical conduct and high moral standards make them good role models for the subordinates to emulate them by believing that they always do and practise the right things.

The findings from Table 6 indicate that inspirational motivation has a significant relationship with employee performance. Existing empirical studies have an inconsistent relationship between the aforementioned predicator and a dependent variable. The influence of inspirational motivation on creativity and employee performance has been revealed insignificant (Waris *et al*., 2018; Suifan *et al*., 2017). The implication is that reshaping employees' aspirations, values, attitudes and behaviours do not always influence their performance. This comes that always there is a conflict of interest between an employee and the bank itself. The bank's management wants to maximise the profits and wealth while an employee wants to improve the living standards and well-being. Besides, some leaders fail to significantly inspire employees because of their poor deeds and actions in the company. Moreover, a leader may fail to psychologically influence employees to perform better because of low inspiration value on others.

The findings are also not in harmony with the explanations, feelings and opinions given by other interviewees during the in-depth interview. Interviewee R from bank Z commented:

...I seldom emulate what my supervisor does. As a human being, he is likely to be confronted and blurred with time pressure, personal interests, overwork, inexperience, stress and personal life and work pressures. .... Due to the aforementioned factors, he may sometimes make improper decisions and hence mislead me. Thus, I usually take time to critically evaluate and assess what my leader instructs me to do before implementing it to avoid unnecessary disturbances and underperformance ....

Other interviewees argued that transformational leaders now and then create unnecessary pressure within the working environment because of always emphasising authenticity. Based on the arguments that have been given by interviewees, leaders with inspirational motivation behaviour do not always bring the positive organisation's transformation and work

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outcomes. This is because inspirational motivation leaders sometimes are too ambitious to influence perfection and in the long run may disrupt the subordinates' mental, physiological and physical well-being and thus significantly lower their performance.

The findings are, however, in line with other empirical studies. The establishment of smart goals and compelling vision and then communicating that vision well to subordinates is important for the performance of those subordinates and the success of the organisation at large (Chebon, Aruasa, & Chirchir, 2019; Kouzes & Posner, 2012; Trang, 2016). Similarly, interviewee K from bank S commented:

I like a supervisor who can inspire and demonstrate his or her belief and optimism in my ideas. A supervisor like that stimulates my thought and positively inspires me to accomplish my duties even in his or her absence.

Employee satisfaction significantly increases if their supervisors positively support them through inspiration and encouragement to accept change (Trang, 2016). Likewise, interviewee M from bank U responded:

If my supervisor recognises my importance, ideas, direction and contribution to this bank and at the same time supporting my needs at the workplace, I enthusiastically get motivated while doing my tasks and duties.

The role of inspirational motivation on employee performance always depends on the proper translation of the smart developed goals into clear vision statements simply because the vision remains stable regardless of the change in leadership (Palestini, 2009). The emphasis is that talking optimistically about the organisation inspires the followers to commit to the organisation's goals and vision and as a result, the employee and organisation's performance significantly increases. Thus, inspirational motivation leadership increases performance levels through communicating optimal vision and action to subordinates and highly encouraging teamwork spirit, creativity and innovation towards organisation's maximum achievements. It is, however, cautioned that the leaders should always avoid the pseudo-inspirational motivation to avoid misleading employees.

CONCLUSION, IMPLICATION, RECOMMENDATIONS AND LIMITATIONS

The study examined if idealised influence and inspirational motivation matter for the employees' performance in the banking sector. It was revealed that idealised influence and inspirational motivation had a significant relationship with the performance of the employees. Thus, leaders who act as strong role models to employees and inspire those employees to emulate their actions through setting examples, significantly increase their performance. Also, leaders who clearly articulate an inspirational vision and communicate high expectations to employees are likely to influence those employees to internalise feelings, attitudes, and beliefs that serve as a source of intrinsic motivation and in turn, cause significant improvements in their performance. Therefore, leaders in the banking sector should improve employees' performance through becoming role models and inspiring employees to commit to the firm's vision for optimal performance.

The study recommends that leaders should be role models if they want to inspire and improve employees' performance. Leaders with idealised influence leadership behaviours are recommended to lead the banking sector since they significantly improve employee performance by making employees trust on their charisma, unique ethical conduct, high moral standards and good role models and thus emulating their behaviours. However, the study found that not all leaders can bring positive outcomes within the same environment and working conditions. Some leaders' decisions and actions are destructive because of what is termed as pseudo-idealised influence behaviours. Therefore, employees should think out of the box before implementing the directives given by their leaders to avoid counterproductive effects in the banking sector. Likewise, inspirational motivation leadership increases performance levels through communicating optimal vision and action to subordinates and highly encouraging teamwork spirit, creativity and innovation towards organisation's maximum achievements. It is, however, cautioned that the leaders should always avoid the pseudo-inspirational motivation to avoid misleading employees.

The study has got four knowledge contributions. Firstly, contrary to other empirical studies, this study adopted both quantitative and qualitative methods of research design. Secondly, the study reveals that employee performance is enhanced if supervisors become good role models and at the same time inspire employees to commit to the bank's vision. Thirdly, idealised influence and inspirational motivation factors are significant to the performance of employees in the banking sector and also the learned behaviours. Fourthly, leaders should be careful with their decisions and actions because employees are likely to emulate the leaders' behaviours by trusting that whatever they do is correct and acceptable. However, the study was conducted in the Dar es Salaam city in Africa and therefore limiting the generalisation of the findings to other parts of the globe due to contextual differences. Therefore, further research can opt for more than

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one region and increase the sample size to obtain more comprehensive findings. Besides, future research may examine the mediating role of employee performance on the relationship between idealised influence and inspirational motivation with the organisation's performance.

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