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Effects of Idealized Influence on Employees' Performance in Malya College of Sports Development in Tanzania

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Abstract

This study determined the effects of idealized influence on employee performance at Malya College of Sports Development (MCSD). The study concentrated on effective communication, trust, ethical adherence, role modeling, honesty, respect, and integrity. The study used the whole population of 43 college employees. The data collection was done using a structured questionnaire. The collected data were coded and entered into SPSS IBM statistics version 23. The analysis was executed using the OLS technique with multiple regression analysis. The findings uncovered that the employees at MCSD highly acknowledged the contribution of effective communication, trust, ethical adherence, role modelling, honesty, respect, and integrity in promoting employee performance. However, the Ordinary Least Square multiple regression analysis disclosed that only respect and integrity positively and significantly influenced employee performance at MCSD. The study recommends policy actions for improving effective communication, trust, ethical adherence, role modelling, honesty, respect, and integrity in MCSD and other sports organizations in Tanzania.

Keywords: *Idealized influence, Employees' performance, Malya College of sports development, Tanzania*

Introduction

Leadership is an important factor in an organization because it determines its success and failure (Nixon et al. 2012). Idealized influence is a component of transformational leadership, which is about the leader's being a strong role model for followers (Cetin & Kinik, 2015). Bass (2008) views an idealized influence as having a leader's ability to instil trust and communicate the organization's values and mission to followers (Trmal et al., 2015). Gomes (2014) contends that idealized influence directly affects employee engagement and motivates employees to believe in their abilities. This concurs with the views of Epitropaki et al. (2017) that transformational leaders defines and articulate a vision for the organization and inspire followers to carry it. Ngaithe et al. (2016) stated that leaders with idealized influence attributes positively impact team interpersonal processes through their outcomes. Furthermore, Gomes (2014) argued that idealized influence leaders encourage employees to develop and learn, permitting them to develop self-identity, self-confidence, and well-being.

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Ogola et al. (2021) stressed that transformational leaders enhance positive organizational outcomes. The employee performance has been associated with idealized influence traits. This argument is expanded further by Barnes (2016), who believes that the ability of transformational leaders to care about the development of followers has been associated with several positive organizational outcomes, including role models.

Transformational leadership style is widely used in Tanzanian public sectors (Kauzya, 2020). Transformational leadership can be well explained by the transformational leadership theory which has been developed by James Burn in 1978. The goal of the theory was to increase the value of morality and, hence, motivate subordinates to contribute to the organization (Msuya et al., 2023). The theory contends that a leader transforms the organization using interactive skills, attitudes, and values (Northouse, 2018). According to Burns (1978), leadership is grounded on moral behavior, and influencing others (Sahibzada et al., 2016). Influencing followers depends on charismatic orientation, intelligent inspiration, individual consideration, and inspiring behaviour (Avolio & Yammarino, 2002). This study is about idealized influence, which depicts a leader's ethical and moral behaviour in influencing subordinates and by being a role model (Al Khajeh, 2018). Leaders with charismatic behaviour usually are role models, and their ideas influence their followers (Bass & Riggio, 2006).

According to Charry (2012) and Lamb (2013), successful leadership can be explained by the transformational leadership theory on its variables. These variables include style, followers' qualities, and features of the situation, which specifically is the variable of the idealized influence. Other variables of the transformational leadership theory are inspirational motivation, intellectual stimulation, and individual consideration (Moradi et al., 2016). Bastian and Andreas (2012) asserted that successful leadership relies on contingent factors such as culture, technology, and the external setting of the organization. Nevertheless, most scholars did not ascertain how a construct of this theory, like idealized influence, could be applied to the organization to influence employee performance.

Several studies have examined the influence of leadership style in the organization, focusing on diverse variables. These studies include Chowdhury (2015), who assessed the influence of transformational leadership style on employee's motivation and commitment to the organization. Khumalo (2017) and Ndlovu (2017) linked transformational leadership style to organizational commitment. Again, Engelbrecht

et al. (2017) aligned transformational leadership style with employees' integrity, ethical, trust and employee engagement.

Some studies link idealized influence and employee performance in the organization using transformational leadership theory. These studies include Barinua and Tamunonengiyeofori (2022), who related idealized influence and employees' commitment; Chebon et al. (2019), inspirational motivation, idealized influence and performance of employee of Eldoret and Moi Referral Hospital in Kenya. Afshari (2020) associated idealized influence with commitment. Ngaithe et al. (2016) connected idealized influence, inspirational motivation, and staff performance for Kenyan state-owned enterprises. Kariuki (2021) correlated idealized influence and inspirational motivation in a microfinance institution. ALmahasneh (2022) associated organizational performance with idealized influence, inspirational motivation, and cultural aspects of an organization in Jordan. Wagude (2015) assessed the influence of idealized on the implementation behaviour of public secondary school construction projects in Kenya. Ogola (2021) examined how the idealized influence small and medium enterprises' employee performance in Kenya.

Moreover, Orabi (2016) indicated that individual consideration, inspirational motivation, and intellectual stimulation contributed positively and significantly to the banking sector in Jordan. However, no justification was provided on why the author did not involve the variables of idealized influence in the analysis. For private sector universities in Pakistan, Sahibzada et al. (2016) found no relationship between employees' job satisfaction and leaders' inspirational motivation and idealized influence. Le and Le (2021) uncovered that the idealized influence influenced innovation performance in Vietnam. Al-Shibami et al. (2019) designated that organizational culture significantly and positively influenced transformational leadership and the performance of the United Arab Emirates' public sector. Afshari (2022) indicated that in Iran, individualized influence affected employee behaviour and organizational commitment.

Nevertheless, in Australia, idealized influence alone affected employees' commitment positively and significantly. Khan et al. (2022) indicated that individualized consideration, inspirational motivation, and intellectual stimulation positively and significantly influence idealized influence. Yasir et al. (2013) showed that intellectual stimulation, inspirational motivation, and individual consideration improved organizational performance.

Studies are unable to operationalize and measure idealized influence in the same way and this causes discrepancies in evaluating and interpreting the aspects of transformative leadership (Northouse, 2018). According to Avolio and Yammarino (2002), studying idealized influence is crucial for comprehending the fundamental elements of transformational leadership. Kariuki (2021) recommended empirical studies to study the relationship between the idealized influence and performance variables. Mwogeli (2016) argues that transformational leadership is essential for better service delivery in the public sector. Edoka (2012) emphasized the need for African countries to adopt transformational leadership.

The literature shows that individual studies in multiple sectors have assessed how the individual idealized influence the employee's performance. Such studies include Hee et al. (2019), who concentrated on effective communication; Brown et al. (2015) on trust; Oladimeji and Abdulkareem (2022) on ethical standards; Hu et al. (2023) on role modelling; LaGree et al. (2023) on respect, Whitfield (2023) on honesty and Sija (2023) on integrity. However, there is no comprehensive study that comprises all variables. Therefore, the current study integrates idealized influence multiple variables in a sports-based organization. The literature further shows that previous studies have yet to be conducted in the sports organization in Tanzania. Therefore, this study focused on establishing the effects of idealized influence on employee performance at Malya College of Sports Development in Tanzania. This study intended to answer the following research questions: First, what is the level of perceived effects of individual idealized influence variables on employee performance? Secondly, what is the relationship between the individual idealized influence variables on employee performance?

Research Methodology

This section covers the procedures for data collecting and analysis. It presents the research area, population, sampling techniques, data collection and analysis methods, data validity and reliability, measurement of variables, and ethical issues and practices.

Research Philosophy

As Saunders et al. (2019) recommended, this quantitative study employed the positivism philosophy. Positivism postulates the logical attitude of natural science and its integration with noticeable social authenticity to produce an evidenced conclusion. The study used positivist philosophy because the design

involved quantitative data. The study applied multiple regression analysis, which allows the testing of the hypotheses.

Research Approach

This study has used a deductive approach. The study used the transformational leadership theory to formulate the hypotheses to test relationships between independent and dependent variables. The testing of the hypotheses was achieved through multiple regression analysis.

Research Design

This study used explanatory designs to analyze how the idealized influence construct of transformation leadership theory affected employees' performance at Malya College of Sports Development in Tanzania. The explanatory design was applied because the regression analysis explains the relationship between the independent and dependent variables.

Area of the Study

The study area was Malya College of Sports Development in the United Republic of Tanzania in the Mwanza region. The area was chosen because it comprised a large number of respondents and it is an experienced sports college in the country.

Population of the Study

This study's population comprised Malya College of Sports Development employees ranked from executives to operating staff. The total size of the population was 26 females and 17 males employees. The total population of the study was 43 staff.

Sampling Design and Sample Size

Taherdoost (2016) explained the sampling procedure as the researcher's technique to collect information from individuals in the study. The study adopted the purposive sampling technique. However, because the organization comprised only 43 staff, this study used the population instead of the sample. Therefore, all 43 Malya College of Sports Development employees, ranked from executives to operating staff, participated in the study.

Variables and Measurement Procedures

In this study, the idealized influence was an independent variable measured by effective communication, trust, ethical adherence, role modelling, honesty, respect, and integrity. The employee's performance was a dependent variable and was measured by the level of employees' implementation of duties and responsibilities. The background information of gender, age, and education level were all measured using nominal and interval scales. The dependent and independent variables of the study were measured using a 5-point Likert scale as follows: 5 – Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly disagree as adopted by Pescaroli et al. (2020).

Types, sources of data, and methods of data collection

The study was collected primarily from the Malya College of Sports Development using a structured questionnaire. The primary data are considered advantageous because they guarantee the quality of the collected data (Kabir, 2016). The primary data for this study were obtained directly from respondents through questionnaires.

Validity and Reliability of data

The validity of the research tool was tested by pre-testing the questionnaire. Also, the variables of the study were adopted from previous studies. The Cronbach alpha test yielded values greater than 0.7, as Sharma (2016) recommended, confirming that the research tool and data were reliable. The values of the Cronbach alpha statistics are indicated in Table 1.

Table 1: Reliability analysis

Type of variables	Number of items	Cronbach alpha
Idealized influence	7	0.877
Employees performance	7	0.854

Data Processing and Analysis

The data were screened by checking the outliers and omission. Fortunately, no outliers and omission of data were observed. Therefore, the study obtained the 100% response rate. Thereafter, the data were coded and entered into SPSS IBM Statistics version 23 for analysis. The Ordinary Least square (OLS) multiple regression model was used for data analysis. The analysis of the regression model describes the strength and direction of the linear relationship between independent and dependent variables (Bhandari, 2022). The regression model is presented as follows:

$$Y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + b_7x_7 + \mu$$

Where Y= Employee performance measured by proper implementation of employee duties and responsibilities, b_0 =Y-intercept, x_1 = effective communication, x_2 = trust, x_3 = adherence to ethical standards, x_4 = role modelling, x_5 = honesty, x_6 =, Respect x_7 = integrity, μ =error term. The multiple regression model was tested to prove compliance with homoscedasticity, multicollinearity, and autocorrelation assumptions.

Ethical Issues Considerations

In line with Arnold (2021), the study adhered to ethical issues like clearance seeking, confidentiality, citing the works used, and plagiarism checks. Moreover, the researchers sought consent from respondents before data collection and avoided data fabrication and falsification.

Findings and Results Discussions

This section presents the key findings of this study. The section also explains the demographic characteristics of the respondents. Data analysis is based on the specific objectives and results from hypotheses testing.

Demographic Characteristics of Respondents

In the context of this study, only sex, age, and education level demographic characteristics were measured.

Distribution of respondents by Sex

In this study, the sex of respondents was considered to get the different perspectives and views of both men and women on the issues under study. Table 2 shows that respondents 25(58.1%) were males and 41.6 % were females. The results indicate that more males participated in this study than females. This is common since most public workplaces in Tanzania are male-dominated (Msuya et al., 2023). Historically, men had more access to education than their female counterparts, so it was easier for men to get jobs than females.

Table 2: Demographic information

Variable	Frequency	Percent
Sex		
Male	25	58.1
Female	18	41.9
Age		
20-29	16	37.2
30-39	14	32.6

40-49	9	20.9
50-59	4	9.3
Education		
Primary	2	4.7
Secondary	3	7.0
Certificate	13	30.2
Diploma	18	41.9
Degree	4	9.3
Masters	3	7.0
Total	43	100.0

Source: Field data (2023)

Respondent's Distribution by Age

Table 2 shows the distribution of respondents by age. The findings indicate that most respondents (37.2%) were aged 30-39. This category comprised the relatively experienced and active employees. The Citizen (2022) asserted that youth comprises most of the Tanzanian workforce. Likewise, 9.3% of respondents were senior and experienced citizens and provided good advice and mentorship to junior staff. The organization under study comprised junior and senior staff and other experienced professionals, which assured the presence of succession, as shown in Table 2.

Distribution of Respondents by Education Level

In this study, education level was considered an important demographic factor. The findings indicate that among the 43 respondents who participated in this study, 2(4.7%) had a primary-level education, 3(7%) had a secondary education, and 13(30.2%) had a certificate in education. In addition, 18(41.9%) had a diploma in education, 4(9.3%) had a first-degree and 3(7.0%) had a master's degree. To improve their performance, primary and secondary groups need to be trained to improve their skills and knowledge in their competency areas. The sector under study ascertains the importance of the level of education in idealized influence studies. For instance, Njiraini et al. (2018), who assessed the effects of idealized influence and inspirational motivation on Kenyan commercial banks' employees, revealed that many employees (59%) had bachelor's degrees versus 33% of employees with master's degrees.

Perceived effects of individual idealized influence variables on employee performance

The descriptive analysis measures the perceived effects of individual idealized influence variables on employee performance. The findings have been accumulated based on the level of agreement of each

idealized influence variable based on the 5-Likert scale ranges. Table 3 shows the summary of the perceived idealized influence variables.

Effective communication and employee performance

The descriptive analysis findings indicate that most employees (91.3%) stated that effective communication promoted job performance. The findings signify the absence of significant communication challenges at the Mallya Sports College. Hence, the planned and effective communication made employees implement their duties and responsibilities at the desired levels. The findings are compatible with Hee et al. (2019), who revealed that effective communication promoted the employee performance of a company that dealt with property development.

Trust and Employee Performance

Trust is essential as it makes an employee work without fear and confidently. The data analysis from Table 3 confirms that many employees (83.7%) agreed that the trust promoted employee performance. The findings indicate that the Malya Sports College employees trusted their supervisors and fellow employees. In this case, they implemented their duties and responsibilities to a higher level in such a way that it promoted the employees' performance. The findings align with Brown et al. (2015), who revealed that employee trust influenced the employees' workplace performance before and after the economic recession.

Adhere to ethical standards and Employee Performance

Working ethically promotes the employees' performance because it promotes the employees working by obeying laws, regulations, guidelines, and standards. The findings further disclose that the majority of employees (88.4%) at the Malya Sports College adhered to ethical standards, and in this way, it promoted the employee's performance. The findings expose that many employees at Malya Colleges were not having challenges observing the working rules, guidelines, policies, regulations, and standards. In this way, they increased their job performance. The findings concur with Oladimeji and Abdulkareem (2022), who found that the ethical behaviour of the leaders improved the performance of employees in the Nigerian public sector.

Role modelling and Employee Performance

Role modelling behaviour is vital for making young and unprofessional employees imitate good working practices and hence improving the employees' performance. The results from Table 3 show that a large portion of the employees (90.7%) expressed role-modelling behaviour, which promoted the employees' performance. The findings indicate that large percentages of the employees exercised role-modelling behaviour, which promoted the employees' performance for followers. The findings are in tandem with Hu et al. (2023), who revealed that role modelling influenced the creativity of firms' employees in China. Employee creativity improves job performance (Baghel et al., 2023).

Table 3: The perceived idealized influence variables

Variable	Frequency	Percentage
Effective communication and employee performance	41	91.3
Trust and employee performance	36	83.7
Adhere to ethical standards and employee performance	38	88.4
Role modelling and employee performance	40	93.02
Respect and employee performance	39	90.7
Honesty and employee performance	37	86.04
Integrity and employee performance	35	81.4

Respect and Employee Performance

Respect is an important attribute contributing to employee performance because it streamlines the staff to accept and implement duties and responsibilities promptly and effectively. The findings from the study indicate that many staff (90.7%) approved that respect contributed to employee performance at Malya Sports College. The findings explain that the majority of employees at the college respected the leaders and their colleagues at a high level. This way, the respect encouraged the staff to implement their duties effectively. The findings align with LaGree et al. (2023), who asserted that employee respect fosters performance at higher levels.

Honesty and Employee Performance

Honesty enables employees to perform duties and responsibilities without inducements. The findings expose that many employees (86.04%) at Malya College performed their duties honestly, promoting their job performance. The findings affirm that the employees at Mallya College of Sports performed what was expected and required soon after knowing what was supposed to be done. They also implemented their

duties and responsibilities at the required levels. Whitfield (2023) ascertained that the studies that link honesty and job performance are scanty.

Integrity and Employee Performance

Integrity is essential in fostering employee performance because it promotes the efficient use of organizational resources and the organization's image. The findings indicate that many employees (81.4%) integrity promoted the employees' performance at the Malya Sports College. The findings show that the integrity of most employees at Mallya Sports College was at the level that promoted their workers' performance. The findings concur with Sija (2023), who reported that integrity promoted the Malaysian police job performance.

Relationship between individual idealized influence variables and Employee Performance

The multiple Ordinary Least Square (OLS) regression analysis addressed the relationship between individualized influence variables and employee performance at Malya Sports College. Table 4 shows the results from the regression analysis. Based on Kissell and Poserina (2017), the variables of an adjusted R-square, the standard error, and F-Tests indicate that the regression model was well specified. Moreover, as recommended by Sani et al. (2019), the test of assumptions of homoscedasticity using the white test, which is tested by comparing the chi-square calculated (adjusted R-square x sample size $0.716 \times 43=30.79$) and tabulated chi-square (55.57) did not affirm the presence of heteroscedasticity problem. Moreover, as suggested by Marcoulides and Raykov (2018), the values of tolerances and VIF are within the acceptable ranges, and hence, the presence of multicollinearity in the model was not confirmed. Furthermore, as Azami et al. (2020) recommended, the analysis also shows that the data does not confirm the presence of autocorrelation since the Durbin-Watson value used to test the autocorrelation scored 2.189.

The findings from the multiple linear regression model show that only respect and integrity positively and significantly influenced the performance of Malya Sports College employees. The findings imply that the employees demonstrated integrity and respect at the levels that promoted their job performance. Respect and integrity are essential pillars for improving employee performance (Wahyuni & Syamsir, 2020). The findings, however, show the positive and insignificant influence of effective communication, trust, good ethical standards, role modelling, and honesty on the employees' performance. The findings signify that these variables were not at a level that could promote employee performance. Contrary Bello (2012)

revealed a positive and significant influence of trust, ethics, integrity, behaviour, and employee engagement (Engelbrecht et al., 2017). Employee engagement promotes the employee's performance (Vasani & Pillai, 2019).

Table 4: The results from the regression model

Table 4(a): Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.874 ^a	.764	.716	.04849	2.189
ANOVA					
	Sum of Squares	df	Mean square	F	Sig.
Regression	.266	7	.038	16.157	.000 ^b
Residue	.082	35	.002		
Total	.348	42			

Table 4(b): Coefficients of the regression model

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	(Constant)	.929	.053				17.564
Effective communication	.013	.014	.108	.981	.333	.561	1.784
Trust is highly observed	.018	.013	.161	1.403	.169	.512	1.952
Good ethical standard is demonstrated	.007	.015	.058	.473	.639	.447	2.238
Leaders are always role models	.014	.014	.120	1.023	.313	.492	2.032
Respect is always enhanced	.034	.011	.327	2.929	.006	.540	1.852
Honest is encouraged	.005	.013	.048	.422	.675	.531	1.883
Employees' integrity is maintained	.033	.011	.318	2.878	.007	.555	1.803

- a. Predictors: (Constant) effective communication is encouraged, trust is highly observed, good ethical standard is demonstrated, leaders are always role models, respect is always enhanced, honesty is encouraged, and employee's integrity is highly maintained
- b. Dependent Variable: Employee performance (Proper implementation of duties and responsibilities)

Conclusions and Recommendations

The descriptive findings confirmed the contribution of effective communication, trust, ethical adherence, role modelling, honesty, respect, and integrity in promoting the employee's performance of MCSD. However, the OLS multiple regression analysis disclosed that only respect and integrity positively and significantly influenced the employees, performance at MCSD. The study recommends policy actions for improving effective communication, trust, ethical adherence, role modelling, honesty, respect, and integrity in MCSD and other sports organizations in Tanzania. The study was limited by analyzing only one sports organization, which might prohibit generalizing findings for all sports organizations in Tanzania.

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