

Effect of Transformational Leadership Behaviours on Employees' Career Development in Zenith International Bank (ZIB) Plc. North East 3 Zone, Adamawa State, Nigeria: Post COVID-19 Pandemic Experience

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Abstract

The World Health Organisation (WHO) declared the coronavirus (COVID-19) pandemic as a global pandemic. The pandemic has left organisations with a number of challenges, including decreased revenue, decreased consumer spending, poor marketing outcomes, firm closures, reduced staff motivation, virtual working, increasing unemployment, and changes in service delivery and lifestyle. However, due to the rapid growth in global competition, advancements in technology, innovativeness, and growing demands for better customer service, organisational leaders were challenged to devise performance-improvement strategies in order to survive the challenges posed by COVID-19, particularly in Deposit Money Banks (DMBs). Against this backdrop, this study investigates the effect of transformational leadership (TL) behaviours on employee career development (i.e. employee mentoring and coaching). This study conceptualised TL behaviours as idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, while career development as career coaching and career mentoring. The study used an explanatory survey research approach with sample size of 130 employees from four (4) branches of Zenith International Bank Plc. North East 3 Zone, Adamawa State. This study's data were collected via questionnaire. Descriptive statistics such as mean, standard deviation and correlation were used in analysing the data collected, while study's hypotheses were tested using the multiple regression technique. The regression results show that TL behaviours such as inspirational motivation, intellectual stimulation, and individual consideration have favourable significant effect on career development (Mentoring and coaching). While idealised influence has significant adverse effects on career development in both career mentoring and coaching. Overall, the findings indicate that TL positively and strongly predicts career development (i.e. career mentoring and coaching). As a result, this study concludes that TL actions are critical for organisational development and should be supported by managers since they improve employees' career progression within the organisation and have significant effects on numerous employee outcomes.

Key words: career coaching, career development, career mentoring, COVID-19 pandemic, idealized influence, individual consideration, inspirational motivation, intellectual stimulation, transformational leadership.

Introduction

The coronavirus diseases (COVID-19), which began in China in late 2019 and quickly spread throughout the world, was deemed a worldwide pandemic by the World Health Organization (WHO) on March 11, 2020 (Cucinotta, & Vanelli, 2020). Worldwide, the COVID-19 pandemic resulted in about 496.5 million positive tests and over 6.2 million deaths (WHO, 2022). For all businesses, the COVID-19 pandemic's widespread impact has resulted in disruption, uncertainty, complexity, and ambiguity (Lebni et al., 2021). The pandemic has left organizations with variety of difficulties, including declining revenue, declining consumer spending, bad marketing results, firm closures, low employee motivation, virtual working, increased unemployment,

and changes in service delivery and lifestyle (Abbas et al., 2021; Azizi et al., 2021; Butterick & Charlwood, 2021; Engidaw, 2022; Fonseca & Azevedo, 2020; Madero-Gómez, et al., 2020; Nangia & Mohsin, 2020). As a result of that, achieving their objectives became difficult for many organizations.

With the rapid increase in competition globally, advancement in technology, innovativeness and growing demands in relation to better customer service, coupled with historical challenge of the COVID-19 pandemic, organizational leaders were challenged to come up with strategies of improving their performance to survive the challenges particularly in Deposits Money Banks (DMBs). Today, it could be impossible for managers and employers to gain good performance from their employees in a situation where both personal career management and organizational career management practice are inadequate. Adeniran et al. (2019) opines that hiring, maintain and retaining competent employees serve as surviving strategies in competitive environment. However, to gain competitive advantages in volatile and complex business environment like Nigeria, organizational leaders must learn to give opportunities for employees' career development to maintain and retain them. Otherwise, it is likely that their competitors will discover the secret power of employees and take advantage or action immediately.

Career development serves as one of the factors of organizational management practices. Career development is all about the management of employees' growth and progress in their career. Leadership can be an important factor in the commencement, development and implementation of the process of managing human resources in organization. The effect of leadership can be traced in all aspect of organization activities like training, motivation, career development, and employees' performance appraisal (Adeniran et al., 2019). Literature has shown that organizations that successfully combine career development into their organizational culture are likely to have opportunities for development of employee, which can give an organization and opportunities for good performance and justifiable competitive advantages (Syeda & Abida, 2012; Saeed et al., 2013; Gyansah & Guantai, 2018). Poor leadership styles that can leads to lack of opportunity for career development can instigate turnover and switch-over among employees. Such high labour turnover according to Adeniran et al. (2019) leads to frequent replacement of leaving workers which have not only monetary costs but also effect on the motivation and workplace morale of the employees who stay.

The career development of employees is greatly impacted by transformational leadership behaviours (Karimi et al., 2023, Riwukore et al., 2022). According to research, transformational leadership has a good impact on career development through factors including motivation and education & training (Yusup & Maulan, 2023). Furthermore, according to Zhang et al. (2021) transformational leadership boosts employee motivation, which is important for career growth in organisations.

Several literatures regarding leadership behaviour in organizations shows that leadership styles have significant positive effect on employees' job performance (Al-Amin, 2017; Aunga & Masare, 2017; Lai et al., 2020); job satisfaction (Hanaysha et al., 2012; Muslicchah, 2018; Dung & Hai (2020); employees' retention (Tian et al., 2020); and change management (Alqatawenh, 2018). To the researchers' knowledge, there are limited studies on the effect of transformational leadership (TL) styles in relation to employees' career development with exception to study conducted by Ahmad et al. (2017) on TL characteristics in relation to succession planning program. However, their study focused on TL in relation to succession planning and not employees' career development as dependent variable. In addition, the study conducted by Adeniran et al., (2019) was the only study on TL in relation to employees' career development. However, the result of their study conflicted with that of Ahmed et al. (2017) who had negative relationship of three (3) dimensions of TL with career development. Also, the study focused on schools which limit the possibility of generalizing their findings to other service sector like banks. In addition, the study failed to conceptualized career development. Furthermore, those study were conducted before the COVID-19 pandemic. Therefore, it is against this background that this study examine the effect of TL behaviours on employees' career development in relation to Career Mentoring (CM) and Career Coaching (CC) in the post COVID-19 pandemic in Zenith International Bank (ZIB) Plc. North East 3 Zone, Adamawa State, Nigeria.

Objective of the Study

The major objective of this study is to examine the effect of TL on employees' career development in the post COVID-19 pandemic in Zenith International Bank Plc. North East 3 Zone, Adamawa State, Nigeria. However, the specific objectives are to:

- i. examine the effect of TL behaviours on employees' career mentoring in the post COVID-19 pandemic in ZIB Plc., North East 3 Zone, Adamawa State, Nigeria; and
- ii. investigate the effect of TL behaviours on employees' career coaching in the post COVID-19 pandemic in ZIB Plc., North East 3 Zone, Adamawa State, Nigeria.

Research Hypotheses

Based on the objectives of this study, the following hypotheses are formulated in null form:

Ho₁: Transformational leadership behaviours have no significant effect on employees' career mentoring in the post COVID-19 pandemic in ZIB Plc., North East 3 Zone, Adamawa State, Nigeria.

Ho₂: Transformational leadership behaviours have no significant effect on employees' career coaching in the post COVID-19 pandemic in ZIB Plc., North East 3 Zone, Adamawa State, Nigeria.

Conceptual clarifications

Transformational Leadership

Transformational leadership can inspire workers to hold change by nurturing an organization philosophy of accountability, ownership and workplace autonomy. Transformational leadership according to Jones and George (2003) is the leadership that makes subordinates aware of the importance of jobs and performance to the organization and aware of their own needs/demands for personal growth that motivates them to work for good of the organization. This implies balancing the subordinates' goal with that of the organization. Transformational leadership is a leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company (White, 2018). Similarly, Odumeru and Ogbonna (2013) opines that TL boosts the motivation, morale, and performance of followers through connecting the follower's sense of identity and self to the project and the collective identity of the organization; being a role model for followers to inspires and makes them interested; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, in order align followers with tasks that boost their performance. To Bass and Riggio (2006) TL involves inspiring followers to commit to a share vision that provides meaning to their work while also serving as a model who helps followers develop their own potential and view problems from new perspective. Kreitner (2009) argued that only transformation leaders are capable of charting necessary new courses for modern organizations because they master of change. Colquitt, Lepine and Wesson (2011) maintained that TL is more motivational approach to leadership that other managerial approaches. TL behaviours is mostly conceptualized to have four dimensions which include: *idealized influence (II)* involves behaving in ways that earn the admiration, trust, and respect of the followers, causing the followers to identify with the leader who has a clear set of values and acts as a role model for the followers; *inspirational motivation (IM)* involves behaving in a ways that foster an enthusiasm for and commitment to share vision of the future goals, and offers meaning for the current tasks in hand; *intellectual stimulation (IS)* involves behaving in a ways that challenge followers to be innovative and creative by questioning assumption and reframing old situation in new ways; and *individualized consideration (IC)* involves behaving in ways that help followers achieve their potential through coaching, development and mentoring. This suggests treating employees as unique individuals with specific needs, abilities, and aspiration that need to be tied into units' mission (Colquitt et al., 2011).

Employees' Career Development

Career development might be one of the most important factors employed by organization in attracting and retaining capable employees. It is the process by which employees' progress through a series of stages, each characterized by a different set of developmental task, activities and relationship (Greenhaus & Callanan, 1994). Kaya and Ceylan (2014) opines that career development encompasses many alternatives such as developing employees' abilities, preserving current skills and getting ready for the future ahead of just receiving promotion. Organization usually capitalize on career development programs for several reasons, for instance, developing employee performance, increasing manager improvement, revealing corporate

culture for salespeople, strengthening principal values, helping salespeople in career improvement, and offering an extra to employees (Ko, 2012). Adeniran et al., (2019) argued that organization that failed to allow employees to meet their individual development needs will be losing valued employees. In this study, employees' career development is conceptualized as: employees' career mentoring which involves a system of semi-structured guidance whereby one person shares their knowledge, skills and experience to assist others to progress in their own lives and careers; and employees career coaching which involves extension of traditional training methods to include focus on, individual's needs and accomplishments, close observation, and unbiased feedback on performance.

Theoretical Framework

This study is anchored on Social Exchange theory. This theory is among the most influential conceptual paradigms for understanding workplace behaviour (Cropanzano & Mitchell, 2005; Chou, 2016). Social exchange as viewed by Homans (1961) is the exchange of activity, tangible or intangible, and rewarding or costly, between at least two parties which could be leader and employees in this study. Blau (1964) opines that, for decades, the concept of social exchange has been used by organizational researchers to explain the motivational basis behind employee behaviours and the formation of positive employee attitudes. He further stressed that the theorists have viewed employment as the trade of effort and loyalty for tangible and socio-emotional benefits. One of the basic tenets of the social exchange theory is that relationships evolve over time into trusting, loyal, and mutual commitment and, to do so, rules and/or norms of exchange, which serve as the “guidelines” of exchange processes, must be obeyed by exchanging parties (Cropanzano & Mitchell, 2005). This approach views the employment relationship as consisting of social exchanges, that leaders has fair treatment of its employees (Aryee et al., 2002; Cropanzano et al., 2003). Based on the literature, it can be logical to states that social exchange theory explains the social interaction between leaders and subordinates in organization and how the subordinates reciprocate the treatment they receive from their leaders in organization since it is based on rule of reciprocity. Adeniran et al. (2019) argued that employees perceive such leaders as one who encourage them, serve as role models or mentors for them and concern for their career development. Therefore, employees who observe that the leader values their career advancement and treats them reasonably, will feel obligated to “pay back” these good deeds with positive work attitudes and behaviours (Aryee et al., 2002; Gould-Williams & Davies, 2005; Parzefall, 2008).

Conceptual framework

Based on the review of related literature, the conceptual framework of the study is presented in figure 1 below:

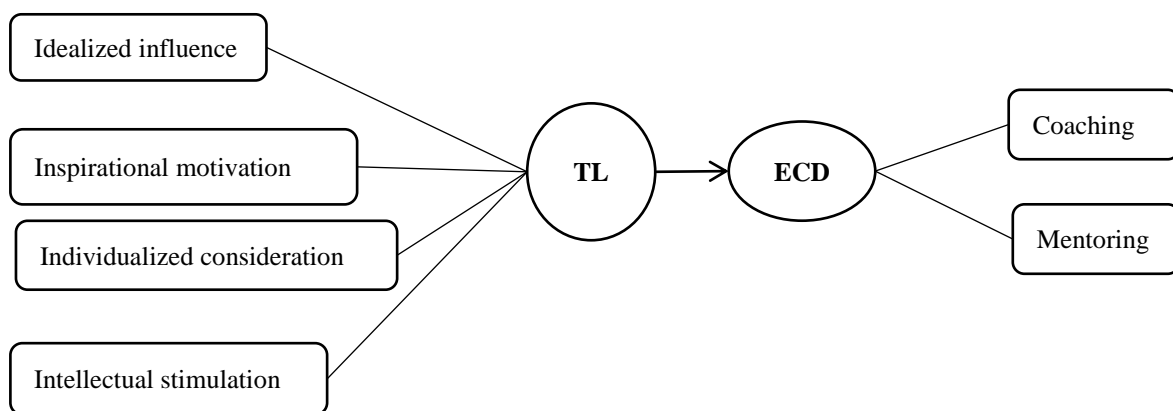


Figure 1: Conceptual framework of the Study.
Source: Researchers' Design (2023)

Review of Empirical Studies

Ahmad et al. (2017) conducted a study on the relationship between transformational leadership and succession planning in Malaysian public sector. Their study conceptualized TL as idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. Using stratified random sampling technique, the study sampled 576 respondents from 21 organizations. Using a multiple regression

analysis, their findings revealed that only individualized consideration has significant positive relationship with career development. While, idealized influence, inspirational motivation and intellectual stimulation has no significant relationship with career development. Therefore, the study recommended that leaders should keep on reviewing and modifying their leadership styles and behaviours to be effective in developing career. However, the study was conducted in Malaysian and the results may not be generalized or applicable in Nigeria context due to socio-cultural background or differences, working environment etc. also, the study did not focus only career development as dependent variable but used succession planning. In addition, the study failed to conceptualized career development into its dimensions.

In another study conducted by Aunga and Masare (2017) examine the effect of leadership styles on teachers' performance in primary schools of Arusha District, Tanzania. Descriptive survey research design was adopted. Questionnaire was used as an instrument for data collection, administered to 140 respondents. Using a Pearson correlation analysis, the result of the study revealed that TL has significant relationship with teachers' performance. The study concluded that teachers' performance is good in the primary schools in Arusha District. Also, the recommended that the head teachers should use transformational and democratic leaders' styles due to that fact that transformational and democratic leadership styles increases teachers' performance. However, the study examines TL regarding teachers' performance without considering employees career development. Other studies that looked at TL in relation to employees' job performance include; Ekaningsih (2014); Al-Amin (2017) Lai, Tang, Lu, Lee and Lin (2020); Mahar, Mirani, Kumar, Phulpoto, Pirzada and Hussain (2020).

In another study, conducted by Amin et al. (2018) on the impact of TL on affective employees' commitment in Lahore banks, TL was conceptualized as idealized influence, inspirational motivation, intellection stimulation and individualized consideration. Using correlation analysis, the study found a positive and significant association between levels of employees' commitment with the TL styles. The research recommended that managers should make the best use of their TL styles to get the optimum output of employees. The research design and population of the study were not defined, and the study focused on TL in relation to commitment. But not employees' career development.

Alqatawenh (2018) conducted a study on TL styles and change management in Jordanian Insurance Company. The study adopted descriptive analytical approach with questionnaire as an instrument for data collection. The population of the study was 500 employees. The survey revealed that TL dimensions (i.e. idealized influence, inspirational motivation, intellectual stimulation and employment) have significant positive relationship with change management. Also, all the dimensions of TL and change management are available in Jordanian Insurance Company. The study recommended that, organizations should conduct and organize training courses to enhance the capability behaviour, also taking into consideration the individual difference between work and tasks. The study only looked at TL in relation to change management without consideration of career development.

In Srilanka, Chandrasekara (2019) examine the effect of TL styles on employees' JS and job performance in Apparel Manufacturing industry in Srilanka. The study selected 70 respondents using stratified random sampling technique. Using, a correlation analysis with the help of statistical packages for social science (SPSS) software, the study revealed that TL has a significant positive relationship with JS and job performance. The study recommended that leaders should develop TL qualities to improve employees' JS as well as overall job performance. However, the study examines TL with regards to JS and job performance, neglecting career development. Also, the study failed to clearly define its total population. The use of stratified sampling where the population according to the strata was defined cast some doubt about the sample of the study. In addition, the research design was not defined in their study. Further, in the analysis, the study used TL styles as a single variable, which make it difficult to identify which of TL dimension has more or less significant influence on dependent variables.

In contrast to the results of Ahmad et al. (2017), Adeniran et al. (2019) investigate the influence of TL on employees' career development in in selected private schools in Baruten, Kwara State. Their study also conceptualized TL as idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. The study used cross-sectional survey research design. The population of the study

was 158 teachers and purposive sampling technique was used to select the sample size. Questionnaire was used to collect data. Using structural equation model, the results shows that all the dimensions of TL styles have positive and significant relationship with employees' career development. The study concluded that the management of private school in the area should embrace TL to enhance employees' career development. However, the study focused on private schools but not deposit money banks, and, failed to conceptualize employees' career development into dimensions.

In China, Lan and Chen (2020) examined the influence of TL on employees' career adaptability and work behaviours with a boundary condition of task variety. Survey research design was employed by the study with a population of 1, 420 employees. Questionnaire was used for collecting data for the study. Using descriptive statistics and correlation analysis, their study revealed that TL was positively related with career adaptability and that career adaptability was related with task performance. Their study enlightens organizations to cultivate employees' career adaptability in the way of TL and job design, with the objective of promoting the sustainable development for both the employees and the organizations. However, Lan and Chen (2020) studied TL in relation to career adaptability, neglecting career development. Also, they used TL as a single variable, making it difficult to identify the individual effect of TL dimensions on dependent variable. In addition, the study was carried out in China which makes it difficult to generalize their findings to Nigeria due to difference in cultural background and business environment.

Dung and Hai (2020) examined the relationship between TL and job satisfaction on commitment to organizational change in Vietnam. The study used extension of a three-component model with sample of 474 employees in organizations undergoing a significant organizational change. Data were analysed using structural equation model (SEM). The findings of the study indicated that TL has a positive and significant influence on job satisfaction and organizational commitment to change. It was recommended that organizations should maintain employees' positive attitudes and behaviour by applying the TL style and ensuring job satisfaction, which plays a central role in organization by orienting employee psychology, motivation and positive behaviour to change. Nevertheless, the study concentrated on TL in relation to job satisfaction and commitment to change, not career development. Also, the study used TL as a single independent variable and the study was conducted outside Nigeria.

Tian et al. (2020) investigated the impact of TL on employee retention in small and medium scale enterprises (SMEs) and probes the mediating role of organizational citizenship behaviour (OCB) and the moderating role of communication in Jiangsu Province Mainland, China. The data for their study were collected using convenience sampling technique from 5055 employees of the SMEs. Using Smart PLS Structural equation model (PLS-SEM), the findings of their study revealed a positive and significant relationship between TL and employee retention. The study recommended that leaders at SMEs should implement the traits of leaders such developing a compelling vision for employees, focusing on goal achievement, having problem-solving techniques, having a sense of purpose and spending time on team training and development to enhance employee retention. However, the study failed to conceptualise TL and used it as single variable. Besides, the employee retention was considered as dependent variable without consideration of career development of employees. Also, the study was conducted in China that might have different business environment with Nigeria.

Based on the above empirical review, one can deduce that there are limited studies on TL behaviour in relation to employees' career development with exclusion to study piloted by Ahmad et al. (2017) on TL characteristics in relation to succession planning program. Yet, the study focused on TL in relation to succession planning and not employees' career development as dependent variable. However, the study carried out by Adeniran et al., (2019) was the only study on TL in relation to employees' career development. Nevertheless, the result of their study conflicted with that of Ahmed et al. (2017) who had negative relationship of three (3) dimensions of TL with career development. Also, the study focused on schools which limit the possibility of generalizing their findings to other service sector like banks. In addition, the study failed to conceptualized career development. Hence, it is alongside this background that this study examines the effect of TL behaviours on employees' career development (i.e. employees' career

mentoring and coaching) in Zenith International Bank (ZIB) Plc. North East 3 Zone, Adamawa State, Nigeria.

Methodology

The study adopted explanatory survey research approach, with population of 130 staff of the four (4) branches namely Mubi Branch (125), Yola Branch 1 (039), Yola Branch 2 (295), and Yola Branch 3 (375) of Zenith International Bank Plc., North East 3 Zone, Adamawa State, Nigeria as indicated in table 1 below:

Table 1: Population of the Study

| Name of the Branch | Population size |
|---------------------|-----------------|
| Mubi Branch (125) | 33 |
| Yola Branch 1 (039) | 39 |
| Yola Branch 2 (295) | 31 |
| Yola Branch 3 (375) | 27 |
| Total | 130 |

Source: Survey, 2023

Having observed the small number of population, the study used census method of sampling. That is, conducting the study on the whole population of 130 staff.

Structured questionnaire was used as the only instrument for data collection design on five-point Likert scale ranging from strongly agree (5) to the strongly disagree (1). The choice of five-point Likert’s scale was based on the recommendation by Revilla et al. (2014) that, it yield better quality data in terms of quality of measurement. Also, it reduces the frustration level of respondents thereby increase response rate and response quality (Joshi et al., 2015; Unnithan, 2016). In this study TL was measured using Avolio and Bass (2004) multifactor leadership questionnaire (MLQ) form 5X as used by Hemsworth et al. (2013). Career development was conceptualized as career mentoring and career coaching. Thus, career mentoring was measured with items adapted from Salem and Lakhali (2018); Hirschi et al. (2018); and career coaching was measured using items adapted from Cardoso et al. (2014). In testing the reliability, the study adopts the Cronbach’s alpha (α), because it is the appropriate method to analyse the reliability of questionnaires that used Likert’s scale since it gives rank type result (Itodo, 2015). Descriptive statistics such as mean, standard deviation, and correlation were utilised to analyse the data collected. While multiple regression technique was used to test the hypotheses of the study at 5% (0.05) level of significance with the help of Statistical Packages for Social Science (SPSS) 19.

Model Specification

The linearity relationship between independent variables and dependent variable is mathematically expressed as:

Model One

$$CM = f(II, IM, IS, IC) \dots \dots \dots (1a)$$

Stating the equation in notation form, it therefore becomes as:

$$CM = \delta_0 + \delta_1II + \delta_2IM + \delta_3IS + \delta_4IC + \mu_t \dots \dots \dots (1b)$$

$$\delta_1 > 0, \delta_2 > 0, \delta_3 > 0, \delta_4 > 0$$

Model Two

$$CC = f(II, IM, IS, IC) \dots \dots \dots (2a)$$

Stating the equation in notation form, it therefore becomes as:

$$CC = \delta_0 + \delta_1II + \delta_2IM + \delta_3IS + \delta_4IC + \mu_t \dots \dots \dots (2b)$$

$$\delta_1 > 0, \delta_2 > 0, \delta_3 > 0, \delta_4 > 0$$

Where: CC = Career coaching, CM = Career mentoring, f =functional notation, II = Idealized influence, IM = inspirational motivation, IS = intellectual stimulation, IM = individual consideration, δ_0 = constant, $\delta_1 - \delta_4$ = coefficient of independent variables, and μ_t = error term.

Results and Discussions

In this study, 130 copies of questionnaire were administered to the respondents. Out of which 127 were successfully retrieved and all answered correctly. The returned questionnaire constitutes 97.7% as presented in table 2 below.

Table 2: Questionnaire Response Rate

| Name of the Branch | Frequency | Percentage (%) |
|---------------------|------------|----------------|
| Mubi Branch (125) | 32 | 96.1 |
| Yola Branch 1 (039) | 38 | 97.4 |
| Yola Branch 2 (295) | 30 | 96.8 |
| Yola Branch 3 (375) | 27 | 100 |
| Total | 127 | 97.7 |

Source: Research Computation, 2024

The response rate for this study was 97.7% which is higher than the minimum acceptable rate. According to Sekaran and Bougie (2013), a study is only realistic if it has at least 30% response rate. Also, Baruch and Holtom (2008) and Babbie (2010) stated that a responses rate from 70% is very good for analysis. Therefore, the analysis of the study was based on 127 copies of questionnaire that were returned and found appropriate for analysis.

Test of Reliability

In this study, individual consideration had the lowest alpha coefficient of $\alpha=0.647$. Therefore, Table 2 shows the reliability alpha coefficient of the entire constructs in this study.

Table2: Summary of Cronbach's Alpha Reliability Coefficients of the Study

| S/n | Variables | No. of Items Per Variable | Alpha Reliability Coefficient |
|-----|--------------------------|---------------------------|-------------------------------|
| 1 | Idealised influence | 8 | 0.827 |
| 2 | Inspirational motivation | 4 | 0.777 |
| 3 | Intellectual Stimulation | 4 | 0.703 |
| 4 | Individual consideration | 4 | 0.647 |
| 5 | Career mentoring | 9 | 0.837 |
| 7 | Career coaching | 10 | 0.769 |
| 8 | Overall scale | (39) | 0.769 |

Sources: Researchers' computation, 2024

Note: Numbers in the parenthesis make up the overall scale for the instrument of the study.

The Table 2 shows that the alpha coefficients ranges from $\alpha=0.647$ (individual consideration) which is moderately acceptable (Bhatnagar, Kim & Many, 2014; Taber, 2018) to $\alpha =0.703$ (intellectual stimulation) which is highly accepted (Maizura et al., 2009; De Vaus, 2002; Hair et al., 1998; Nunnally, 1978).

Correlational Matrix

This section presents the results of the correlation between Transformational Leadership behaviours and Career Development. The results is shown on Table 3.

Table 3: Correlational Matrix of Transformational Leadership behaviours and Career Development Practices

| | Mean | SD | II | IM | IS | IC | CN | CC |
|----|-------|-------|---------|---------|---------|---------|---------|-------|
| II | 4.433 | 1.199 | 1.000 | | | | | |
| IM | 4.063 | 1.180 | 0.889** | 1.000 | | | | |
| IS | 4.142 | 1.037 | 0.869** | 0.920** | 1.000 | | | |
| IC | 4.173 | 1.077 | 0.894** | 0.934** | 0.973** | 1.000 | | |
| CN | 4.323 | 0.711 | 0.747** | 0.893** | 0.927** | 0.921** | 1.000 | |
| CC | 4.299 | 0.759 | 0.781** | 0.909** | 0.954** | 0.945** | 0.981** | 1.000 |

**Correlation is significant at $p<0.01$ level (2-tailed)

Notes: II= Idealised Influence, IM= Inspirational Motivation, IS= Intellectual Stimulation, IC= Individual Consideration, CM= Career Mentoring, and CC= Career Coaching, SD=Standard Deviation

Source: Author's Computation using SPSS 19 from Field Survey Data (2024)

Table 3 shows that the relationship between the variables of the study is positively significant. The mean scores and standard deviation for the variables of the study ranges from 4.063 (lowest) to 4.433 (highest). The inspirational motivation has the lowest means score of 4.063 with standard deviation of 1.180 and while idealise influence had the highest mean score of 4.433 with a standard deviation of 1.199. Also, correlation results show positive and significant relationship between variables of the study at $p < 0.01$ as indicated in table 3. This implies that the employees of ZIB Plc. has positive perceptions toward the transformational leadership behaviour and career development.

Table 4: Effect of TL Behaviours on Career Development Practices

| | Model 1 Career Mentoring | | | Model 2 Career Coaching | | |
|--------------------------|---------------------------------|--------|-------|---------------------------------|--------|-------|
| | B | t | p | β | T | P |
| (Constant) | | 23.103 | 0.000 | | 24.094 | 0.000 |
| Idealised Influence | -0.493 | -7.872 | 0.000 | -0.392 | -8.664 | 0.000 |
| Inspirational Motivation | 0.419 | 5.275 | 0.000 | 0.319 | 5.568 | 0.000 |
| Intellectual Stimulation | 0.500 | 4.348 | 0.000 | 0.396 | 4.770 | 0.000 |
| Individual Consideration | 0.483 | 3.684 | 0.000 | 0.623 | 6.577 | 0.000 |
| Model Summary | | | | | | |
| R | 0.957 | | | 0.978 | | |
| R ² | 0.915 | | | 0.956 | | |
| Adjusted R ² | 0.912 | | | 0.954 | | |
| Durbin-Watson | 0.909 | | | 1.231 | | |
| ANOVA Statistics | | | | | | |
| F-Stats | 328.316 | | | 658.735 | | |
| P-Value | 0.000 | | | 0.000 | | |
| Hypotheses Decision Rule | Ho₁: Rejected | | | Ho₂: Rejected | | |

Source: SPSS 19 Computation from Field Survey Data (2024)

The multiple regression results in table 4 (*Model 1*), shows that the $r=0.957$ (95.7%) indicate the moderate positive relationship between job satisfaction and organizational commitment. Also, the result of the regression indicates that all the independent variables accounted for 91.5% ($r^2 = 0.915$) of the variation in career mentoring. The F-statistics result of 328.316 indicates that the model is statistically fit. The result of the Durbin-Watson (DW) test for the model and all explanatory variables yielded 0.909, which make the hypothesis of independence errors to be supported since it falls within the acceptance limit of 0 to 4 (i.e., $0 \leq DW \leq 4$). It was argued that a test statistic of 4 denotes that the residuals are highly correlated while 0 value indicate a situation where the residuals are uncorrelated (Field, 2009).

The beta coefficients show that inspirational motivation ($\beta=0.419$, $t= 5.275$, $p=0.000$), intellectual stimulation ($\beta=0.500$, $t=4.348$ $p<0.05$), individual consideration ($\beta=0.483$, $t= 3.684$, $p<0.000$), made the individual significant contributions in explaining career mentoring. The idealise influence ($\beta= -0.493$, $t=-7.872$, $p=0.000$) made significant negative contributions in explaining career mentoring. Overall, the transformational leadership behaviours has positive significant effect on career mentoring ($t= 23.103$, $p=0.000$). Therefore, based on the analysis, one can state that transformational leadership behaviours positively and significantly predicts career mentoring in ZIB Plc. ($r^2= 0.915$, $p<0.000$).

Also, *Model 2* shows that, the $r=0.978$ (97.8%) indicate the moderate positive relationship between job satisfaction and organizational commitment. Also, the result of the regression indicates that all the independent variables accounted for 95.6% ($r^2 = 0.956$) of the variation in career mentoring. The F-statistics result of 658.735 indicates that the model is statistically fit. The result of the Durbin-Watson (DW) test for the model and all explanatory variables yield 1.231, which make the hypothesis of independence errors to be supported since it falls within the acceptance limit.

The beta coefficients show that individual consideration ($\beta=0.623$, $t= 6.577$, $p<0.000$), inspirational motivation ($\beta=0.319$, $t= 5.568$, $p=0.000$), and intellectual stimulation ($\beta=0.396$, $t=4.770$ $p<0.000$) made the

individual significant contributions in explaining career coaching. The idealise influence ($\beta = -0.392$, $t = -8.664$, $p = 0.000$) made significant negative contributions in explaining career mentoring. Overall, the transformational leadership behaviours has positive significant effect on career coaching ($t = 24.094$, $p = 0.000$). Therefore, transformational leadership behaviours positively and significantly predicts career coaching in ZIB Plc. ($r^2 = 0.956$, $p < 0.000$).

Discussion of Results

The objective of this study was to examine the effect of TL behaviours on employees' career development in relation to employees' mentoring and coaching in the post COVID-19 pandemic in Zenith International Bank (ZIB) Plc. North East 3 Zone, Adamawa State, Nigeria. Based on hypotheses tested, the study found that TL behaviours of inspirational motivation, intellectual stimulation, and individual consideration have significant positive effect on employees' career development both in relation to employees' mentoring and coaching. While, idealised influence has significant negative effect on both career mentoring and coaching. However, overall the results shows that TL behaviours have significant positive effect on employees' career development in term of career mentoring and coaching. These findings are support of previous studies (Adeniran et al., 2019; Ahmed et al., 2017; Aunga & Masare, 2017; Amin et al., 2018; Karimi et al. 2023; Lai et al., 2020; Lan & Chen, 2020; Sulistyowati & Arifah, 2023) on the literature concerning TL behaviours and career development, and other work related variables.

Conclusion

This study has established that transformational leadership behaviours have significant positive effect on career development in relation to career mentoring and coaching in Zenith International Bank (ZIB) Plc. North East 3 Zone, Adamawa State, Nigeria. This implies that TL behaviours are vital for organisational progress and must be encouraged since it enhances employees' career development in organization and it also shows a significant relationship on several employees' outcomes. In other words, to enhance employees' career advancement and overall success, organisations must cultivate transformational leadership behaviours.

Recommendation

The study makes the following recommendations in light of its findings:

- i. The ZIB's management should make an effort to ensure that they instil pride (personality) in their staff members, giving them the ability to put the organization's interests ahead of their own, portray strength and confidence, discuss their core beliefs and values, and emphasis the organization's collective mission,
- ii. The management should prioritise expressing optimism about the future of their staff, outlining a convincing plan for the organization's future, and consistently fostering a sense of unity and cooperation among staff members,
- iii. the management should also promote non-traditional forms of gratitude by assigning specific tasks to staff members and encouraging them to participate in decision-making processes by considering issues impacting the company from various perspectives and devising creative solutions for tasks within the company, and
- iv. Lastly, the management ought to allocate time for coaching and mentoring staff members by planning regular workshops and seminars, encouraging self-development by providing opportunities for further education, and assisting staff members in building their strengths by taking a participatory approach and treating team members as individuals.

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