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TRANSFORMATIONAL LEADERSHIP STYLE AND EMPLOYEE RESILLIENCE DURING ECONOMIC CRISIS IN SELECTED CONFECTIONERY FIRMS IN MINNA METROPOLIS

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ABSTRACT
Transformational leadership is characterized by idealized influence, inspirational motivation, intellectual stimulation and individualized consideration has been widely recognized as an effective leadership approach in fostering employee resilience. However, there are few empirical studes concerning relationship transformational leadership style and employee resilience in Nigerian confectionery industry. The basic objective of study is to examine the effect of transformational leadership style on employee resilience during economic crisis using selected confectionary firms in Minna. The population of study is 128 employees and the samples of 97 employees were determined using Krejcie and Morgan's Sample Size Table. Data were collected using a structured questionnaire and analysed with descriptive statistics, correlation, and multiple regression techniques. The findings revealed that idealized influence, intellectual stimulation, and individualized consideration had significant positive effects on employee resilience, whereas inspirational motivation was not statistically significant. Based on these results, the study recommends that organizations enhance ethical leadership practices, promote creative problem-solving, and provide personalized support to employees, while placing less emphasis on motivational rhetoric during crises.

Keywords: *Transformational leadership, Employee resilience, Idealized influence, Inspirational motivation, Economic crisis.*

1. INTRODUCTION
Since 2015, Nigeria has faced a series of economic crises characterized by declining oil prices, rising inflation, currency devaluation, and escalating public debt. The 2016 recession marked the

beginning of a prolonged period of economic instability, followed by another recession in 2020 due to the COVID-19 pandemic and global oil shocks. The continuous depreciation of the naira, high interest rates, and fluctuating foreign exchange rates have compounded the challenges for businesses. The confectionery industry, which relies heavily on imported raw materials such as sugar, flour, dairy, and packaging, has been particularly affected. The increased cost of imports and limited access to foreign exchange have driven up production costs, reduced profit margins, and forced many firms to either downsize or shut down operations. Consumer purchasing power has also declined, leading to reduced demand for non-essential products like confectioneries. Confectioneries firms witnessed another major supply chain disruption with the advent of Russian-Ukraine war of 2023 which called for important measures for the industry to stay afloat. This economic turmoil has created a stressful environment for employees in the industry, highlighting the critical need for resilient workforces and effective leadership to navigate these challenges.

Employee resilience is characterized as a dynamic process involving positive adaptation in the face of significant adversity. (Padmashree, 2023). Resilience means individual growth through stressful experiences (Richardson, 2002). Resilience is the ability to confront adverse events through positive adaptation. (Waidyaratne,2022). Employee resilience could be influenced by leader behaviours and a variety of leadership practices such as transformational leadership (Harland, Harrison, Jones & Reiter-Palmon, 2005).

Transformational leadership has been defined as a leadership style in which an individual influences other, makes them understand the importance of the mission and goals of the group as well as the organization. (Ayandibu, 2024). These leaders create a change from the old perspective of the organization, and most importantly, they consider the interests of the employees as well as the organization as a whole. This leadership style is very different from transactional leadership, whereby the leader recognizes what subordinates want and then exchanges it with them for tasks to be done or rewards. Up to date, most studies on leadership and organizations have focused on the influence of leaders on subordinates and the way in which this influence helps organizations achieve their goals. (Dickson, 2022); (Ladouceur, 2024). Transformational leadership style has more to do with leaders' consideration and attendance to individual plight in many situations, this can come in different facet of support example Idealize influence, intellectual stimulation, Inspirational motivation, Individual consideration. (Ayandibu, 2024).

Individual consideration is when the leader gives personal attention to the followers by acting as a coach, a mentor, or a listener. This behavior is well-suited for the development of each follower (Eliophotou-Menon and Ioannou, 2016). Intellectual stimulation consists of the leader stimulating creativity and innovative thinking in the followers. This behavior promotes problem-solving capabilities of the followers. (Ogola, Sikalieh& Linge, 2017). Inspirational motivation is when the leader motivates and inspires the team to high performance, usually as a result of a vision introduced by the leader. Bakker, Hetland, Olsen and (Espevik, 2023). Lastly, Idealized influence is described as the behaviour of the leader to be admired and followed by the followers. This is the basis of the transformation of followers. The leader sets an example for followers to adopt as their own ideal.

It is vital to note that organizations as well as leaders face increasing economic challenges, particularly in times of crisis, which place immense pressure on employees. Resilience the ability

to adapt positively in the face of adversity is crucial for maintaining productivity and performance during such periods (Babić, Babić, Rastović, Ćurlin, Šimić, Mandić & Pavlović, 2020). Existing researches suggest that leadership styles, particularly transformational leadership, play a significant role in shaping employee resilience. Transformational leadership, with its components of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has been associated with fostering a supportive work environment and enhancing employee adaptability during crises (Rockstuhl, Wu, Dulebohn, Liao, & Hoch, 2023).

However, despite extensive studies on transformational leadership and resilience, several research gaps remain. First, while Waidyaratne (2022) found that transformational leadership positively impacts employee resilience in Sri Lanka, the study's geographical context presents a limitation. Since leadership and workplace behaviours are influenced by cultural and economic factors, findings from Sri Lanka may not be directly applicable to Nigeria, which has a different socio-economic landscape. This creates a need for research within Nigerian business environments, particularly in the confectionery industry in Minna, Niger State.

Second, Heliyon (2024) examined how transformational leadership dimensions influence psychological capital during crises in Kenyan SMEs. The study concluded that only intellectual stimulation and individualized consideration significantly contributed to employees' resilience. However, the study did not consider economic crises specifically, as it was conducted during the COVID-19 pandemic. Given that economic downturns present unique challenges distinct from health-related crises, further research is required to examine the effects of transformational leadership on employee resilience in the context of economic uncertainty. Additionally, Ayandibu (2024) conducted a conceptual review on transformational leadership's influence on innovation, team cohesion, and job satisfaction. While this study provided valuable insights, it did not empirically test the effect of transformational leadership on resilience during crises, leaving a gap in practical validation.

Given the increasing economic uncertainty in Nigeria and its effect on business sustainability and employee well-being, there is a critical need to explore how transformational leadership influences employee resilience in confectionery firms in Minna. Understanding this relationship will provide insights into effective leadership strategies that can help employees navigate economic crises while sustaining organizational performance. Therefore, this study aims to fill this gap by examining the effects of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration on employee resilience in selected confectionery firms in Minna, Niger State.

The basic objective of this study is to investigate the effect of transformational leadership style on employee's resilience during economic crisis using selected confectionary firms in Minna as case study. The specific objectives of this research are:

i. To examine the effect of idealized influence on employee resilience during economic crisis in selected confectionery firms in Minna, Niger State.
ii. To ascertain effect of inspirational motivation on employee resilience during economic crisis in selected confectionery firms in Minna, Niger State.
iii. To examine effect of intellectual stimulation on employee resilience during economic crisis in selected confectionery firms in Minna, Niger State.

iv. To explore effect of individual consideration on employee resilience during economic crisis in selected confectionery firms in Minna, Niger State.

The following null hypotheses are set to guide the specific objectives of ths study.

H_{01}: Idealized influence has no significant effect on employee resilience during economic crisis in the selected confectionery firms of Minna, Niger State.

H_{02}: Inspirational motivation has no significant effect on employee resilience during economic crisis in the selected confectionery firms in Minna, Niger State.

H_{03}: Intellectual stimulation has no significant effect on employee resilience during economic crisis in the selected confectionery firms in Minna, Niger State.

H_{04}: Individual consideration has no significant effect on employee resilience during economic crisis in the selected confectionery firms in Minna, Niger State

2. LITERATURES REVIEW AND THEORY

This section is the review of literature and theory relating to the study variables.

2.1 Concepts of Employee Resilience

The concept of employee resilience is based on the definition of organizational resilience, described as “a feature of an organization’s general situation awareness, management of keystone vulnerabilities, and adaptability in a complex, dynamic, and interconnected setting” (Cheah, Lee, Yeow and Cheah, 2024) Perry (2002) states that resilience is the ability to deal with stress without great incidents in functioning. According to Hartel (2023), employee resilience is the ability of an individual to effectively cope with and adapt to work-related stressors and challenges, including the capacity to maintain psychological well-being and performance under pressure. These definitions involves both individual coping mechanisms and the utilization of available resources within the organizational environment. However, they could be argued that it lacks specificity regarding the nature of "effective coping" and "psychological well-being." It also doesn't explicitly address the potential for growth or transformation that can arise from challenging experiences.

According to Smith and Johnson (2024), employee resilience is the capacity to not only withstand but also thrive and learn from adversity in the workplace. It encompasses the proactive use of personal and organizational resources to bounce back, adapt, and ultimately improve both individual performance and organizational outcomes. This definition moves beyond simple coping and incorporates the idea of "thriving," which is a positive development. However, the term "thrive" can be subjective and may need further clarification. Additionally, the focus on "organizational outcomes" might overshadow the individual's experience and well-being.

Lee, Park, and Kim (2022) defines employee resilience as a multidimensional construct comprising the ability to recover from setbacks, adapt to changing circumstances, and grow stronger as a result of adversity. It involves a combination of psychological resources, behavioral strategies, and social support systems that enable employees to maintain well-being, performance, and engagement in the face of challenges. This definition is the most comprehensive. However, the broadness of the definition could make it challenging to operationalize and measure in practical terms.

Based on the study of (Babić, Babić, Rastović, Ćurlin, Šimić, Mandić and Pavlović, 2020)., resilience is usually determined in terms of protective psychological risk factors that cultivate the development of positive outcomes and healthy personality characteristics. (Fikretoglu and McCreary, 2012) pointed out that the definitions of resilience highlight an individual expressing signs of positive adaptation after encountering a disaster. Therefore, Britt, Sinclair and McFadden, (2013) defined resilience as "the sign of positive adaptation in the face of significant tragedy". More than one-half of employees lost productivity because of work pressure and this problem is augmented among young workers. (Babić *et. al*, 2020). Resilience increases an individual's ability to react well and experience less harmful effects while under duress (Babić, et al., 2020). This is because workers learned ability to be resilient enables better problem-solving and could maintain their motivation as well as enhance their capacity to tackle and manage stress in demanding work settings. Hence, resilience helps employees gain a competitive advantage and can be retained in an organization longer since a resilient employee is more valued by the organization due to their ability to assist the organization to quickly respond and perceive a change in order to gain a new business opportunity and addressing a potential threat. The study adopts multidimensional construct of recovery and growth, as defined by Lee, Park, and Kim (2022), This definition provides the most holistic view of employee resilience. It recognizes that resilience is not simply about "bouncing back" but about a process of recovery, adaptation, and growth.

2.2 Concepts of Transformational Leadership

According to Bass and Riggio, (2006), transformational leadership is a leadership style characterized by the leader's ability to inspire and motivate followers to achieve extraordinary outcomes by appealing to their values, vision, and sense of purpose. It involves articulating a compelling vision, providing individualized consideration, offering intellectual stimulation, and acting as a role model. This foundational definition provides a good overview of transformational leadership. However, it can be seen as somewhat broad and focuses heavily on the leader's actions. It may not fully capture the complexities of the leader-follower relationship and the reciprocal influence that takes place. It also does not clearly address the challenges of implementing transformational leadership in diverse or rapidly changing organizational environments. Northouse (2022), sees transformational leadership involves a leader who fosters a shared vision, encourages innovation, and empowers followers to achieve organizational goals through a combination of inspiration, intellectual stimulation, and individual consideration. This style seeks to create a climate of trust, collaboration, and commitment to positive change.

These definitions highlight the importance of shared vision, which is a critical element of transformational leadership. It also focuses on the creation of a positive organizational climate. However, it could be argued that they overemphasize the role of the leader in "fostering" change, potentially overlooking the agency and initiative of the followers. Moreover, the definition may not adequately address the potential challenges and risks associated with implementing transformational leadership, such as the potential for burnout or over-reliance on the leader.

Additionally, Avolio and Bass (2004) state that transformational leadership is a dynamic, reciprocal process where leaders and followers engage in a relationship that elevates both to higher levels of motivation and morality. It involves leaders who act as role models, inspire followers, provide intellectual stimulation, and offer individualized support to facilitate the transformation of

both the individuals and the organization, leading to greater organizational performance and follower development.

This definition stresses the reciprocal nature of the leadership process, which is a strength. It highlights the mutual influence between leaders and followers. However, this definition is somewhat theoretical and may be challenging to apply in practice. The emphasis on elevating both leaders and followers to higher levels of morality can be seen as a high standard, and it's not always clear how that is achieved in diverse organizational contexts.

Transformational leaders are regarded as genuine agents of change for organizations. (Bakari, Hunjra & Niazi, 2017). The concept of transformational leadership was coined by Burns (1978) in the context of political science. After that, Bass (1985) analysed how the transformational leadership is applied in the context of organizations. Transformational leadership refers to a leadership style where a transformational leader leads employees by encouraging them to work with lower limitations, developing a vision to direct the realization of changes, inspiring towards tasks accomplishment, and sharing ideas with the group members, enabling teamwork (Yukl, 2013). According to (Wright Moynihan and Pandey, 2012) transformational leadership is leadership behaviour that inspires and motivates subordinates to perform beyond expectations in pursuit of organizational goals.

Transformational leadership has flexibility in dealing with competitiveness on a global scale, serving to improve motivation, morale and performance of employees in achieving the objectives of organizations (Para-González, Jiménez-Jiménez, and Martínez-Lorente, 2018). Moreover, the transformational leadership is part of the transition and idealized power, containing qualities and actions (Budur & Demir, 2019). It is developed to inspire and motivate individuals through transformative communication skills that show leaders as icons encouraging these individuals (Pasha & Zia Ur Rehman, 2020) and enhancing the collective organizational identity Söderhjelm., (Larsson, Sandahl, Björklund & Palm, 2018). Transformational leadership has shown increasing interest as it generates and facilitates creativity and organizational innovation (Wipulanusat, Warit, Panuwatwanich, and Stewart. 2017).

This leadership style tends to induce innovation at a high level by establishing simple common goals and by inspiring and encouraging employees, providing vision, and gaining trust and confidence (Pasamar, Díaz-Fernández & de la Rosa-Navarro, 2019). Consequently, with these practices, leaders can empower followers and generate an appropriate climate for innovation, creating better outcomes and achieving competitive advantages (Jia, Xiao, Chen, Mei, & QianWu. 2018; Pasamar *et al*., 2019; Wipulanusat, Kriengsak & Swan, 2017). They encourage employees to think outside the box and beyond expectations; the motivation they transmit is so charismatic that followers tend to become passionate about their jobs (Alblooshi, Mohammad & Salah, 2020). One of the main attentions of transformational leaders is the ownership they give to employees by exploring multiple alternatives to solve problems from different angles. They are both good communicators and risk-tolerant, impacting how the team generates and creates ideas, new products, services, or even technologies (Abdullahi, Ahmed, Anarfo, & Anyigba. 2020; Mariz-Pérez, Rosa, Mercedes Teijeiro-Álvarez, and Teresa García-Álvarez, 2012; Pasamar et al. 2019).

This leadership style is crucial for innovation, since it focuses on mentoring and coaching that generate intellectual stimulation and charismatic influence to help followers become more efficient without judging them (Chen, Yang, Tang, Jin, Xie, & Li. 2014; Pasamar *et al.* 2019). When the mentoring is high-skilled and experienced, transformational leadership tends to be effective (Abdullahi *et al.*, 2020). Nevertheless, leaders must support followers by training them and sharing resources to innovate (Alblooshi, Mohammad and Salah, 2020). These leaders stimulate exploration learning and monitoring motivation by asking employees for systematic feedback (Pasamar *et al.* 2019). However, this leadership is more than motivation or compliance; it involves subordinates' beliefs, needs, and values (Noruzy, Ali, Dalfard, Azhdari, Nazari-Shirkouhi, & Rezazadeh. 2013). The relationship in this style is based on employees' long-term and positive relationships centered on trust and confidence (Abdullahi *et al.*, 2020).

Additionally, transformational leader improves subordinates' motivation, morale and performance (White, 2018) by influencing their thinking to shift it from self-interest to collective interest, improving their strengths and minimize their weaknesses (Para-González et al., 2018) and guiding them to perform effectively and achieve outstanding outcomes (Azizah, 2016) in a transforming organization (Lussier & Achua, 2013). However, the transformational leader's role extends beyond inspiring employees. It includes the ability to maintain employees' trust and consensus to achieve the intended vision (Setyaningrum, 2018), overcoming the difficulties encountered (Bass, 2008), and encouraging employees' commitment to innovation by providing a favourable climate. Also, it encompasses the capacity to motivate employees to complete their assignments (Pradhan, Panda & Jena, (2017) and yield better work outcomes. (Vuong, Nam Khanh Giao, & Van Hung, 2023).

Northouse (2022) definition was adopted because it strikes a good balance between capturing the core elements of transformational leadership and remaining practically relevant. Transformational leaders create a clear and compelling vision that inspires followers to work toward a common goal. The inclusion of "encouraging innovation" is also critical in today's rapidly changing world. It acknowledges the need for leaders to support creativity and risk-taking. it also focuses on "empowering followers" recognizes the importance of delegating and sharing decision-making power. This definition provides a practical framework for understanding and implementing transformational leadership. It's less abstract than some other definitions and highlights the key behaviors and practices that leaders can use to drive positive change within an organization.

Furthermore, this style can be analyzed considering four sub-concepts: individualized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These four sub-concepts justify how these leaders affect innovation; for instance, they can communicate to followers the importance of achieving specific goal s and ensuring they feel intrinsically motivated to work harder to achieve them increasing their performance (Ryu & Shim 2020). According to Belhaj (2024), transformational leadership style has four main dimensions namely: Idealized Influence, Intellectual stimulation, inspirational Motivation and individual consideration.

2.2.1 Idealized Influence: Idealized influence, often regarded as the charisma component of transformational leadership, revolves around a leader's ability to act as a role model. According to Banks and McCauley (2021), leaders with high idealized influence prioritize ethical behaviour and emphasize shared organizational values, gaining followers' trust and admiration. Idealized

influence fosters a sense of stability during crises, as followers believe in the leader's vision. Studies by Mhatre and Riggio (2021) suggest that idealized influence is critical for building organizational commitment. Leaders who consistently display honesty and high moral standards create a positive work environment that enhances loyalty and group cohesion.

2.2.2 Inspirational Motivation: This dimension involves articulating a compelling and attractive vision that motivates employees. Research by Tian and Weng (2022) highlights the importance of inspirational motivation in creating an environment where followers feel empowered to exceed performance expectations. The clarity and enthusiasm with which leaders communicate their vision are key factors in enhancing employee morale. According to Shehzad, Noreen and Zafar (2023), leaders who employ inspirational motivation effectively build alignment between organizational goals and individual aspirations. This, in turn, results in enhanced employee engagement and productivity.

2.2.3 Intellectual Stimulation: Intellectual stimulation encourages innovation and critical thinking among followers. Studies by Zhou, Song, and Wang (2021) identify intellectual stimulation as essential for fostering an innovative culture, especially in rapidly changing environments. By challenging existing norms and encouraging followers to explore new solutions, transformational leaders drive growth and adaptability. Research conducted by Li and Liu (2023) concludes that intellectual stimulation is strongly correlated with creativity in employees, which contributes to organizational agility and sustainability during periods of disruption.

2.2.4 Individualized Consideration: Transformational leaders address the unique needs and aspirations of each follower. Scholars such as Patel and Rauf (2022) argue that individualized consideration creates a supportive environment where employees feel valued, leading to enhanced job satisfaction and lower turnover rates. This mentoring approach ensures that employees receive the guidance and resources necessary for personal and professional development. Furthermore, Khalil, Ahmed and Rehman (2021) demonstrate that individualized consideration plays a pivotal role in fostering a culture of inclusivity and equity. Employees are more likely to reciprocate care and attention with increased commitment and discretionary effort. While these dimensions are distinct, they are interdependent. Research by Pawar (2021) asserts that the combined application of these dimensions significantly enhances leadership effectiveness. For instance, idealized influence provides the ethical framework, while inspirational motivation communicates the vision, intellectual stimulation fuels creativity, and individualized consideration ensures personalized support.

Economic crises bring about significant challenges to organizational sustainability, directly impacting employee behaviour, productivity, and well-being. These crises marked by inflation, recession, currency devaluation, and supply chain disruptions intensify job insecurity and strain workplace dynamics. In Nigeria, especially in sectors like confectionery manufacturing that rely heavily on imported raw materials, economic downturns have led to increased operational costs and reduced consumer demand, ultimately threatening employee performance.

Employee performance during such periods encompasses the ability to meet job expectations, maintain efficiency, and contribute to organizational goals under heightened pressure. Babić *et al.* (2020) and Perry (2002) emphasize that resilience is central to sustaining performance in crises.

Resilient employees tend to manage stress better, remain motivated, and adapt positively to changing conditions. According to Britt, Sinclair, and McFadden (2013), resilience enables employees to continue functioning effectively despite adversity.

However, employee performance can also deteriorate during crises, depending on how organizations respond. Research by Karneli (2023) revealed that during the 2008 financial crisis in Europe, while core job performance remained stable, employees reduced their engagement in organizational citizenship behaviors due to fear and uncertainty. Similarly, Alshoaibi (2020) noted after the Fukushima disaster that employee output was tied closely to the level of psychological and managerial support provided.

In China's manufacturing sector, Bi, Denisov and Bocharnikov (2020) found that performance suffered significantly during the COVID-19 pandemic due to supply chain disruptions and limited physical interaction. Seidu, Jiang, Tawiah, Acquaye & Howard (2023) reached similar conclusions in the textile industry, showing that operational stress from crisis-induced interruptions contributed to decreased output.

Leadership plays a pivotal role in mediating the relationship between economic crises and employee performance. Transformational leadership, as defined by Bass (1985), is especially effective during uncertain times. According to (Banks and McCauley, 2021; Tian and Weng, 2022; Tian and Weng, 2022 and Patel and Rauf, 2022) This leadership style includes four key components idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration all of which contribute to boosting employee morale and resilience.

2.3 Conceptual Framework

The conceptual framework of this study provides a visual and theoretical representation of the relationship between transformational leadership dimensions and employee resilience during economic crises. It is developed to guide the investigation by illustrating how the independent variables (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) are expected to influence the dependent variable, which is employee resilience.

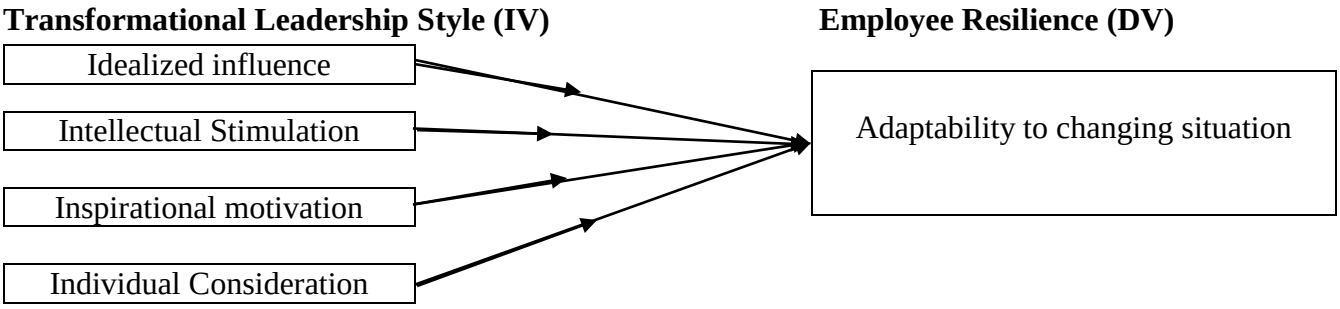


Fig. 2.1 Conceptual framework
Source: Researchers' Conceptualization **(2025)**

The conceptual framework illustrates how transformational leadership influences employee resilience in selected confectionery firms during economic crises. It identifies four key components of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) as the independent variables. These leadership

dimensions are believed to shape employee resilience, which is the dependent variable. Resilience, in this context, is reflected in two key indicators: employees' commitment to organizational goals and their adaptability to changing situations. The framework suggests that when leaders act as role models, motivate and inspire, encourage innovative thinking, and provide personal support, employees are more likely to remain focused, adaptable, and productive despite economic challenges.

2.4 Review of Empirical Literature

Waidyaratne (2022) conducted a study on 'transformational leadership to boost employee resilience amid crisis induced pressure". The research was conducted basing Earl's Regency Resort, Kandy, Sri Lanka. Using survey design, data were collected through a five-point Likert scale questionnaire, and the sample was decided through simple random sampling method resulting in 63 valid responses. Minitab-19 software was employed for data processing. The findings of this study indicated that there was a positive and significant impact of transformational leadership in boosting employee resilience. Furthermore, the findings recommended future studies based on other organizational factors affecting employee resilience, aside from transformational leadership. This research although suited to crisis time but was conducted in Sri Lanca, Geographical gap exists since it was not conducted in Nigeria which have different cultural and economic polarisation.

Ayandibu, (2024) investigated the impact of transformational leadership at multiple organizational levels, including team, group, and departmental contexts. The objective of the study was to examine key dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration) and assesses their effectiveness in achieving innovation, enhancing team cohesion, and improving job satisfaction. While transformational leadership has demonstrated positive effects across various sectors, the review also highlights the challenges of implementing this leadership style, particularly in structured or hierarchical organizations. Furthermore, this article identifies gaps in current research, such as the need for further studies on the moderating role of culture and personality traits in leadership effectiveness. This study was a conceptual review analysing the impact of transformational leadership on innovation, team cohesion, and job satisfaction. However, it did not empirically test these relationships, limiting its practical applicability. Furthermore, it did not focus on resilience, which is crucial for employees facing economic instability.

Heliyon (2024) studied how each dimension of transformational leadership, namely, intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence relate to employees' psychological capital in a crisis, specifically the COVID-19 pandemic. A cross-sectional study was conducted where employees from 301 small and medium sized enterprises in Kenya completed a survey containing the variables of interest. Quantitative data analysis using partial least squares structural equation modelling was utilized to test the study hypotheses using Smart PLS 4 software. Results showed that only two of the four transformational leadership dimensions had a positive and significant impact on employees' psychological capital: Intellectual stimulation and individualized consideration. In terms of the theorized hypotheses, fear of COVID-19 moderated the relationship between (a) idealized influence, (b) intellectual, and (c) individualized consideration, and employees' psychological capital. However, only intellectual stimulation reached a significant effect size. The present study reveals the varied relevance of

transformation leadership dimensions to psychological capital in a crisis. A new condition (emotional assessment of a crisis) for assessing this relationship was proposed. This study examined how transformational leadership dimensions influence employees' psychological capital during crises in Kenyan SMEs. The study concluded that only intellectual stimulation and individualized consideration had a significant impact. However, it focused on the COVID-19 pandemic, a health-related crisis, rather than an economic downturn, which presents different organizational challenges.

Dwidienawati, Ichsan and Syahchari (2022) examined how transformational leadership influences individual resilience and team resilience in project management. The study aims to see whether transformational leadership can influence individual resilience and team resilience. This study also aims to see whether resilience in the individual level can influence team resilience. A descriptive quantitative study with 349 respondents from project teams from various industry was conducted. PLS was used to analyzed the relationship among variable. The finding of the study showed that transformational leadership has a positive significant impact to both team and individual resilience. Individual resilience has a positive significant impact to team resilience. This research investigated the influence of transformational leadership on both individual and team resilience in project management teams across various industries. The study confirmed a positive relationship between transformational leadership and resilience but did not differentiate its impact across different economic conditions. Additionally, the study used a broad industrial sample rather than focusing on specific sectors affected by economic crises.

Salam *et al.* (2023) investigated the role of transformational leadership in predicting resilience among nurses in Lebanon. The dimensions of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration while the response variable is resilience. The study employed a cross-sectional survey design using structured questionnaires administered to registered nurses. Findings revealed that transformational leadership had a significant positive influence on resilience, self-efficacy, and adaptive coping mechanisms. The authors recommended that healthcare managers adopt transformational leadership practices and implement leadership development programs to strengthen resilience in clinical settings. While the study demonstrates the importance of transformational leadership in a crisis-prone sector, its focus on nurses in Lebanon limits generalized to other professional or industrial contexts. The cross-sectional design cannot establish causality, and resilience was measured using generic scales rather than industry-specific indicators. Furthermore, the study overlooks the dynamics of economic crisis, making its application to Nigerian confectionary firms questionable.

Yu *et al*. (2024) studied the relationship between transformational leadership, organizational resilience, and team innovation performance. The main objective was to test whether organizational resilience mediates the effect of transformational leadership on team innovation. The study used a quantitative survey of employees across industries and applied structural equation modelling for analysis. Results showed that transformational leadership significantly enhances organizational resilience, which in turn improves team innovation performance, particularly under conditions of environmental uncertainty. The authors recommended leadership training programs that strengthen resilience as a way to enhance innovation in uncertain business environments. Although insightful, this study focuses more on organizational and team resilience rather than

individual employee resilience. The emphasis on innovation outcomes also shifts attention away from employee well-being. Moreover, the study's sample industries and geographic scope do not reflect the realities of small-scale confectionary firms in Nigeria. Hence, while useful for understanding resilience at a broad level, it does not address employee-level resilience in small businesses during an economic crisis.

Mangundjaya and Martdianty (2023) explored whether transformational leadership impacts individual readiness for change and resilience, with psychological empowerment as a possible mediator. Their objective was to determine both direct and indirect effects of transformational leadership on resilience outcomes. The study employed a survey design with employees from various organizations and used mediation analysis to assess relationships. Results indicated that transformational leadership significantly influences empowerment, which in turn enhances resilience and readiness for change, though the direct effect of leadership on resilience weakened when empowerment was included. The authors recommended organizational programs that enhance psychological empowerment to maximize leadership effects on resilience. This study adds nuance by showing that the relationship between transformational leadership and resilience may be mediated by empowerment. However, its data are drawn mostly from larger organizations, and the context does not reflect the unique challenges of SMEs. Additionally, the absence of an economic crisis lens weakens its applicability to settings where severe macroeconomic instability directly impacts employee resilience, such as in Nigerian confectionary firms.

Kaya, Demir and Yildiz (2024) investigated the influence of transformational leadership on professional resilience and job satisfaction among teachers. The specific objective was to test whether resilience mediates the relationship between transformational leadership and outcomes like creativity and performance. The researchers used a survey approach and applied structural equation modelling to analyze the data. Findings revealed that transformational leadership positively influenced resilience and job satisfaction, which subsequently improved creativity and performance. The authors recommended training school leaders in transformational leadership practices to promote resilience and enhance educational performance. While this study provides evidence that transformational leadership enhances resilience, the focus on teachers limits its generalized to non-educational settings. The work context, stressors, and measures of resilience in teaching differ greatly from those faced by workers in small confectionary firms. In addition, the study does not investigate resilience under economic hardship, leaving open questions about how transformational leadership may operate in financially distressed industries in Nigeria.

Santoso (2022) examined transformational leadership during the COVID-19 pandemic with the general objective of evaluating how transformational leader behaviours influenced employee engagement and internal communication during crisis conditions. Specific objectives included (1) identifying which transformational behaviours supported engagement under remote/uncertain work conditions and (2) testing the mediating role of internal communication quality. The study used a cross-sectional survey of employees across several organisations impacted by COVID-19 and analysed data with factor analysis and regression models. Findings indicated that inspirational motivation and individualized consideration were positively associated with employee engagement, and that effective internal communication partially mediated these effects. The author recommended that organisations train leaders in crisis communication and transformational behaviours to sustain engagement during disruptive events. Useful for the pandemic context,

Santoso's study is limited by its cross-sectional design and broad organisational sample; it emphasizes engagement rather than explicit measures of resilience, uses generalised crisis conditions rather than economic-shock indicators, and lacks focus on small manufacturing firms—so its direct applicable to confectionary firms in Minna, during economic crisis.

Ibrahim (2024) studied the relationships among transformational leadership, psychological empowerment, work engagement, and job performance with the general objective of testing whether psychological empowerment mediates transformational leadership's effect on performance outcomes. Specific objectives were to quantify the associations between TL and empowerment, and to test mediation to work engagement and job performance. The methodology involved a quantitative survey among healthcare staff, using validated scales and mediation analysis (SEM). Findings showed a strong positive link between transformational leadership and psychological empowerment and partial mediation of work engagement and performance; the authors recommended leadership development aimed at boosting empowerment to improve outcomes. The paper is methodologically solid for testing mediation, but the sample (healthcare) and outcome focus (job performance) limit transferability to employee resilience in SMEs. Also, it does not model acute economic stressors (inflation, input scarcity) which can alter the mediation pathways in resource-constrained firms.

Rule (2024) reviewed benefits of transformational leadership for individuals under high existential stress, with a general objective to synthesize evidence on how transformational leadership addresses negative experiences during crises. Specific objectives included mapping leadership behaviours to psychological outcomes (resilience, coping) and generating practice recommendations. The work used a systematic narrative review approach drawing on empirical studies from crisis contexts. Key findings argued that transformational leadership can mitigate negative psychological effects during crises and foster adaptive coping; recommended actions included leader training in empathy, vision communication, and empowerment. As a review (rather than primary empirical research), Rule provides a good conceptual framework but lacks new empirical data; conclusions are broad and not industry-specific, leaving an evidence gap for how these dynamics play out among employees in small confectionary firms facing economic crisis.

Njaramba (2024) studied dimensional aspects of transformational leadership in crisis settings with the objective of determining which TL dimensions (idealized influence, intellectual stimulation, individualized consideration, inspirational motivation) most strongly predict positive employee outcomes during crises. Specific objectives included measuring each dimension's effect on adaptive behaviours and resilience indicators. The study used cross-sectional surveys across organizations and multivariate analysis to test dimensional effects. Findings showed heterogeneous effects: individualized consideration and inspirational motivation were stronger predictors of adaptive behaviours, while intellectual stimulation had

2.5 Research Gap

The study identified that, previous researches has not adequately explored how transformational leadership influences employee resilience during economic crises, especially within the Nigerian confectionery industry. Most existing studies were conducted in foreign contexts with different cultural and economic conditions, limiting their relevance to Nigeria. Additionally, many focused-on health crises such as COVID-19 or on outcomes like innovation and job satisfaction rather than resilience under financial distress. Few have examined how specific dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) affect employees' ability to adapt during economic hardship. This study, therefore, seeks to fill these contextual and dimensional gaps by investigating the relationship between transformational leadership and employee resilience in confectionery firms in Minna, Niger State.

2.6 Transformational Leadership Theory

This study is underpinned transformational leadership theory to explan the relationship between transformational leadership style and employee resilience. Transformational leadership theory was propounded by James MacGregor Burns in 1978, later expanded by Bernard Bass in 1985. The theory posits that effective leaders inspire, motivate, and develop their followers by focusing on vision, intellectual stimulation, individualized consideration, and idealized influence. Bass (1985) emphasized that transformational leaders elevate employees' commitment and performance by fostering trust, motivation, and personal development. The theory directly underpins the study as it explains how transformational leadership enhances employee resilience during economic crises by providing support, encouragement, and a clear vision to navigate uncertainty. In the context of confectionery firms in Minna, transformational leadership can help employees maintain morale and adaptability, ensuring business continuity even in economic downturns.

Despite its strengths, the theory assumes that all employees respond positively to transformational leadership, overlooking individual differences in personality, motivation, and resistance to change. Furthermore, it tends to be idealistic, assuming that leaders always act in the best interest of their subordinates, whereas in practice, leadership effectiveness may be influenced by organizational politics, external economic pressures, and cultural factors. Moreover, it lacks clarity on how transformational leadership operates in crisis-prone environments, particularly in resource-constrained sectors such as small and medium-sized enterprises. In addition, critics argue that it pays less attention to measurable outcomes, focusing instead on abstract constructs like inspiration and vision, which can be difficult to quantify. These gaps suggest the need for further empirical validation of the theory, especially in industries and contexts such as Nigerian confectionery firms facing economic crises where employee resilience is critical for organizational survival.

3. METHODOLOGY

This chapter presents the procedures adopted in carrying out the study. It outlines the research design, population, sample size and sampling techniques, sources and method of data collection, measurement of variables, validity and reliability of the instrument, method of data analysis, and model specification. These steps provide a clear framework for ensuring that the research objectives are systematically and effectively addressed.

3.1 Research Design

This study adopts a quantitative survey research design through cross-sectional research method which allows for the collection of primary data from employees of selected confectionery firms in Minna, Niger State. The design is appropriate as it enables the researcher to assess the impact of transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on employee resilience during economic crises.

3.2 Research Population, Sample size and Sampling Techniques

The study population consists of employees working in selected confectionery Firms in Minna, Niger State. At the year August, 2025, Dominion Pizza has 25 employees, Chicken Republic has 35, Ostrich Bakery has 20, Bilkibab has 33 and Landmark has 15 making a research population of one Hundred and Twenty-Eight (128) employees. These firms were selected base on accessibility which others could not grant easily.

The sample size of Ninety-Seven (97) was determined using Krejcie and Morgan table of sample size, which represents76% of the population. The sample was divided into Stratum in proportion of the population for each of the five Confectionery firms using Bowley's proportional allocation formula as illustrated by (Kumar, 1976 in Evborokhai, 2019). Thus:

$$n_n = \frac{nN_n}{N}$$

The proportionate sample size for each category is calculated as follows:

$$\text{Dominion Pizza} = \frac{25x\ 97}{128} = 18.94 \cong 19$$

$$\text{Chicken Republic} = \frac{35x\ 97}{128} = 26.52 \cong 27$$

$$\text{Ostrich Bakery}\ \frac{20\ x\ 97}{128} = 15.15 \cong 15$$

$$\text{Bilkibab}\ \frac{33\ x\ 97}{128} = 25.00 \cong 25$$

$$\text{Landmark}\ \frac{15\ x\ 97}{128} = 11.36 \cong 11$$

Table 3.1 Sampling proportion

S/N	FIRMS	POPULATION	PERCETAGE	SAMPLE
1	Dominion Pizza	25	19	19
2	Chicken Republic	35	27	27
3	Ostrich Bakery	20	16	15
4	Bilkibab	33	26	25
5	Landmark	15	12	11
	Total	128	100	97

Source: Researchers' Computation (2025) using SPSS Version 26.

Lottery method was used to select samples within each stratum. A stratified random sampling technique was employed to ensured fair representation of employees across the five selected confectionary firms in Minna.

3.3 Sources and Method of Data Collection

Primary data was used for this study, collected through a structured questionnaire. The questionnaire was divided into two sections: Section A. (Demographic information including age, gender, job position, years of experience) and Section B. (statements measuring transformational leadership dimensions and employee resilience).

Data was collected using self-administered questionnaire distributed to employees in the selected confectionery firms.

3.4 Measurement of Variables

The scale of Ayandibu, (2024) was adopted to measure the variables used in the study- Employee Resilience, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

3.5 Validity and Reliability of the Instrument

The questionnaire was subjected to content and construct validity tests by leadership and organizational behaviour experts to ensure it accurately measures the intended variables. For Reliability, a pilot study was conducted on 20 employees before the main data collection. The Cronbach's Alpha reliability test was used, with a threshold of 0.7 and above indicating an acceptable level of internal consistency.

Table 3.2 Cronbach's Alpha Test Result

Items	Cronbach's Alpha values
Employee Resilience	.704
Idealized Influence	.721
Inspirational Motivation	.794
Intellectual Stimulation	.741
Individualized Consideration	.822

Source: Researchers' Computation (2025) using SPSS Version 26.

3.6 Method of Data Analysis

The collected data was analysed using descriptive and inferential statistics. Descriptive statistics, such Skewness and Kurtosis, mean and standard deviation were used to assess the spread of the data, Inferential statistics, including correlation analysis was used to determine the extent and direction of the relationship between the study variables, regression analysis, was used to test the study hypotheses at 0.05 significance level. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS) Version 26.

3.7 Model Specification

To examine the effect of transformational leadership dimensions on employee resilience, the following regression model was employed:

$$ER = \beta o + \beta 1DIi + \beta 2IMi + \beta 3ISi + \beta 4ICi + \varepsilon i$$

Where:

ER = Employee Resilience (DV)
βo = Constant
DI = Idealized Influence (IV-1)
IM = Inspirational Motivation (IV-2)

IS = Intellectual Stimulation (IV-3)
IC = Individualized Consideration (IV-4)

ε = Constant term
i = Cross sectional data

4. RESULTS AND DISCUSSIONS

This section discusses normalty tests and inferential statistics of the study variables as well as the discussion of findings.

4.1 Normality Tests of Data

This part tests the normality of the data collected through the questionnaire instrument using descriptive statistics, Skewness and Kurtosis, Correlation Test and multicollinearity test

Table 4.1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Resilience	97	10.60	21.00	17.1918	2.41918
Idealized Influence	97	10.20	21.00	17.6845	2.57323
Inspirational motivation	97	10.40	21.00	17.8103	2.44018
Intellectual Stimulation	97	11.00	21.00	19.0763	2.03663
Individualized Consideration	97	10.60	26.80	17.8082	2.56530

Source: Researchers' Computation (2025) using SPSS Version 26.

Table 4.1 presents the descriptive statistics for the study variables. A mean score above 3.0 (60%) indicates an acceptable/high level of agreement, while below 3.0 suggests low presence of the variable. Employee Resilience (M = 17.19 ÷ 5 = 3.44, SD = 2.42): This shows that employees generally demonstrate resilience above the acceptable threshold, reflecting their ability to adapt during crises. Idealized Influence (M = 17.68 ÷ 5 = 3.54, SD = 2.57): The value is above 3.0, indicating that leaders in the firms' act as role models and exhibit ethical leadership.

Inspirational Motivation (M = 17.81 ÷ 5 = 3.56, SD = 2.44): The mean surpasses the threshold, suggesting that leaders provide motivating visions, though variability shows differences in perception among employees. Intellectual Stimulation (M = 19.08 ÷ 5 = 3.82, SD = 2.04): This is the highest mean among the variables, indicating that leaders actively encouraged innovation and creative problem-solving. Individualized Consideration (M = 17.81 ÷ 5 = 3.56, SD = 2.57): The score is well above the threshold, reflecting leaders' efforts to mentor and support employees individually.

All the variables recorded mean scores above the acceptable threshold of 3.0, confirming the presence of transformational leadership dimensions and employee resilience in the selected confectionery firms. Intellectual stimulation emerged as the most dominant leadership practice, while employee resilience also showed a strong presence. The standard deviations (2.03–2.57) indicate moderate variability, suggesting that while perceptions are generally consistent, some differences exist across respondents (Hair, Black, Babin & Anderson, 2014).

Table 4.2: Skewness and Kurtosis

	N	Skewness	Kurtosis
Employee Resilience	97	-.460	-.611
Idealized Influence	97	-1.207	.908
Inspirational motivation	97	-1.227	.996
Intellectual Stimulation	97	-1.122	1.643
Individualized Consideration	97	-.402	1.424

Source: Researchers' Computation (2025) using SPSS Version 26.

Table 4.2 assesses the normality of data distribution. The skewness values for all variables range between -0.402 and -1.227, indicating a slight to moderate left skew. The skewness value ranging from -1.96 to + 1.96 is acceptable in social science research (Hair *et al*., 2014). The kurtosis values fall between -0.611 and 1.643, suggesting that the distributions are fairly normal and suitable for further parametric analysis such as regression. The skewness value ranging from -7 to + 7 is acceptable in social science research (Hair *et al*., 2014).

Table 4.3: Correlation Tests among the Predictors

		Idealized Influence	Inspirational motivation	Intellectual Stimulation	Individualized Consideration
Idealized Influence	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	97			
Inspirational motivation	Pearson Correlation	.479**	1		
	Sig. (2-tailed)	.000			
	N	97	97		
Intellectual Stimulation	Pearson Correlation	.000	.025	1	
	Sig. (2-tailed)	.999	.805		
	N	97	97	97	
Individualized Consideration	Pearson Correlation	.501**	.574**	.033	1
	Sig. (2-tailed)	.000	.000	.751	
	N	97	97	97	97

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Researchers' Computation (2025) using SPSS Version 26.

The correlation matrix in Table 4.3 indicates that the independent variables - idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are moderately and positively related, with correlation coefficients ranging from 0.000 to 0.574, all below the 0.70 threshold for multicollinearity concern. This shows that while the variables are related, they measure distinct aspects of transformational leadership. Significant correlations ($p < 0.01$) exist among most variables, except those involving intellectual stimulation, which shows very weak associations. Since none of the relationships are excessively strong. According to Cohen (1988), a correlation coefficient of 0.7 and above indicates that multicollinearity may be a problem. Looking at table 4.3 there is no evidence of multicollinearity among the variables, confirming that the dataset is statistically fit for further inferential analysis such as regression, and that each leadership dimension can independently contribute to explaining variations in employee resilience.

Table 4.4: Multicollinearity Tests

	Collinearity Statistics	
	Tolerance	VIF
Idealized Influence	.694	1.441
Inspirational motivation	.621	1.609
Intellectual Stimulation	.998	1.002
Individualized Consideration	.603	1.657

Source: Researchers' Computation (2025) using SPSS Version 26.

Table 4.4 is multicollinearity test among the predictors using tolerance level and Variance Inflation Factor (VIF). According to Hair, Black, Babin and Anderson, (2010), a VIF value exceeding 10 or a tolerance value below 0.10 indicates problematic multicollinearity. More conservatively, some researchers suggest that a VIF above 5 may also signal potential multicollinearity concerns in certain contexts. Therefore, table 4.6 has no evidence of multicollinearity making it suitable for reliable result.

4.2 Inferential Statistics

This section presents regression results and make analyses test the null hypotheses earler stated.

Table 4.5: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713[a]	.508	.487	1.73347

a. **Predictors:** (Constant), Individualized Consideration, Intellectual Stimulation, Idealized Influence, Inspirational motivation
b. **Dependent Variable:** Employee Resilience
Source: Researchers' Computation (2025) using SPSS Version 26.

Table 4.5 is the model summary for regression statistics. The regression result shows that the R value is 0.713 indicating that there is a positive correlation between Idealized Influence, Inspirational motivation, Intellectual Stimulation, Individualized Consideration and Employee Resilience in the selected confectionary firms of Minna. The R squire value of 0.508 shows that 50.8 percent of POS Employee Resilience is explained by Idealized Influence, Inspirational motivation, Intellectual Stimulation, Individualized Consideration when all other factors were held constant. The remaining 49.2% percent is explained by other factors not considered in this study.

Table 4.6: ANOVA Statistics

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	285.381	4	71.345	23.743	.000[b]
	Residual	276.453	92	3.005		
	Total	561.833	96			

a. **Dependent Variable:** Employee Resilience
b. **Predictors:** (Constant), Individualized Consideration, Intellectual Stimulation, Idealized Influence, Inspirational motivation
Source: Researchers' Computation (2025) using SPSS Version 26.

Table 4.6 is the ANOVAstatistics that indicates the significance of data used in the study. From the ANOVA statistics, the processed data has significance level of 0.000 with F value = 23.743 This implies that the data is ideal for making conclusions on the population parameter as the value of significance is less than 5%. This shows that Idealized Influence, Inspirational motivation, Intellectual Stimulation and Individualized Consideration significantly influence Employee Resilience in selected confectionary firms of Minna.

Table 4.7: Regression Coefficients (Output)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.216	2.227		-.546	.586
	Idealized Influence	.330	.083	.351	4.003	.000
	Inspirational motivation	-.058	.092	-.058	-.627	.532
	Intellectual Stimulation	.326	.087	.274	3.748	.000
	Individualized Consideration	.414	.089	.439	4.665	.000

a. **Dependent Variable:** Employee Resilience
Source: Researchers' Computation (2025) using SPSS Version 26.

Table **7** shows Beta coefficient of the study variables. The regression equation is: *ER = -1.216 + 0 .330 - 0.058+ 0.326 + 0.414*. From the equation, holding idealize influence, inspirational motivation, intellectual stimulation, individualized consideration constant employee resilience will have negative influence by -1.216 indicating non-staff commitment to their job in the selected Confectionery firms in Minna, Niger State.

4.3 Test of Hypotheses

Decision Rule: If the significance of P is less than 5%, the null hypothesis is rejected

H_{01}: Idealized influence has no significant effect on Employee resilience during economic crisis in the selected confectionery firms of Minna, Niger State.

As shown in the Coefficient table β = 0.330, P = 0.000, Idealized influence and Employee resilience are statistically significant, hence, null hypothesis is **rejected** that is Idealized influence have significant effect on Employee resilience during economic crisis in the selected confectionery firms of Minna, Niger State.

H_{02}: Inspirational motivation has no significant effect on Employee resilience during economic crisis in the selected confectionery firms in Minna, Niger State

As shown in the Coefficient table β = - 0.058, P = 0.535, Inspirational motivation and Employee resilience have negative non-significant association, hence, null hypothesis is **not rejected** that is Inspirational motivation have no significant effect on Employee resilience during economic crisis in the selected confectionery firms in Minna, Niger State

H_{03}: Intellectual stimulation has no significant effect on Employee resilience during economic crisis in the selected confectionery firms in Minna, Niger State

As shown in the Coefficient table β = 0.326, P = 0.000, Intellectual stimulation and Employee resilience are statistically significant, hence, null hypothesis is **rejected** that is, Intellectual stimulation has significant effect on Employee resilience during economic crisis in the selected confectionery firms in Minna, Niger State

H_{04}: Individual consideration has no significant effect on Employee resilience during economic crisis in the selected confectionery firms in Minna, Niger State

As shown in the Coefficient table β = 0.414, P = 0.000, Individual consideration and Employee resilience are statistically significant, hence, null hypothesis is **rejected.** That is Individual consideration have significant effect on Employee resilience during economic crisis in the selected confectionery firms in Minna, Niger State

4.4 Discussion of Findings

This study aim is to investigate the effect of transformational leadership on employee resilience during an economic crisis in selected confectionery firms of Minna, Niger State. The specific objectives were to assess how different dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration affect employee resilience.

The study found that idealized influence has a significant positive effect on employee resilience during economic crises. This implies that leaders who act as ethical role models and embody organizational values contribute to enhancing employees' adaptability and psychological strength in difficult periods. This outcome is consistent with the findings of Mhatre and Riggio (2021), who emphasizes that idealized influence fosters organizational commitment and helps maintain stability during uncertainty. Employees who perceive their leaders as trustworthy and morally upright tend to exhibit greater resilience in the face of economic challenges.

Contrary to initial expectations, inspirational motivation showed no significant effect on employee resilience. This suggests that while visionary communication and enthusiasm are important, they may not be sufficient to influence employees' resilience during periods of economic hardship in the confectionery industry. This finding contrasts with Shehzad, Noreen and Zafar (2023), who reported that inspirational motivation enhances employee engagement. The difference in findings may be attributed to contextual and sectoral differences, where employees facing tangible operational pressures might prioritize practical support over motivational rhetoric.

Interestingly, intellectual stimulation was found to have a statistically significant effect on employee resilience. This result implies that employees who are challenged intellectually, encouraged to think creatively, and supported in problem-solving become more resilient in crisis contexts. This supports the work of Zhou, Song and Wang (2021), who found that intellectual stimulation fosters innovation and adaptability, especially in uncertain environments. In the confectionery sector, employees who are allowed to explore alternative strategies and adapt to evolving business realities may feel more in control, thereby strengthening their resilience.

Lastly, the study revealed that individualized consideration has a strong and significant effect on employee resilience. Leaders who mentor, listen to, and provide personalized support to their subordinates significantly help in building emotional stability and psychological fortitude. This finding aligns with Patel and Rauf (2022), who highlighted the role of individualized consideration in improving employee well-being and reducing turnover. Personalized support appears especially crucial in economic downturns, as it creates a sense of security and belonging among employees, which enhances their ability to withstand workplace adversity.

5. CONCLUSION

Transformational leadership is characterized by idealized influence, inspirational motivation, intellectual stimulation and individualized consideration has been widely recognized as an effective leadership approach in fostering employee resilience. However, there are few empirical studes concerning relationship transformational leadership style and employee's resilience. The study examined effect of transformational leadership style on employee's resilience among confectionary firms in Minna. The findings revealed that idealized influence, intellectual stimulation, and individualized consideration each had a significant positive effect on employee resilience. Conversely, inspirational motivation was found to have no significant effect on resilience. Based on these findings, it can be concluded that transformational leadership plays a pivotal role in enhancing employee resilience, particularly through ethical role modelling, stimulating creative problem-solving, and providing personalized support.

Based on the findings of this study, the following recommendations are proposed to enhance employee resilience during economic crises through effective transformational leadership practices:

i. **Enhance idealized influence:** Leaders in confectionery firms should exemplify integrity, commitment, and shared organizational values. Training on ethical decision-making and value-driven leadership can help cultivate the trust and admiration necessary to inspire resilience in employees.
ii. **Leverage intellectual stimulation:** Since intellectual stimulation significantly improves resilience, managers should encourage employees to think creatively and approach challenges with innovative solutions. This can be supported through workshops, brainstorming sessions, and inclusive decision-making processes that empower employees to contribute actively.
iii. **Strengthen individualized consideration:** Personalized support should be prioritized by leaders. Managers should recognize and address the unique needs of employees, offering mentorship, emotional support, and development opportunities to foster a sense of inclusion and stability.
iv. **Reassess the role of inspirational motivation:** Given that inspirational motivation did not significantly impact resilience, firms should not rely solely on motivational messaging.

Instead, practical actions, such as clear communication of job security measures and realistic goal-setting, may be more effective in stabilizing employees during crises.

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