

INFLUENCE OF CHARISMATIC LEADERSHIP AND INTELLECTUAL STIMULATION ON ORGANIZATIONAL PERFORMANCE IN THE ENERGY SECTOR IN KENYA: A CASE OF KENYA PIPELINE COMPANY LIMITED

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ABSTRACT

Background: Organizations operating in the current business environment are faced with a myriad of leadership challenges that obstruct achievement of their goals. The challenge of selecting appropriate leadership to steer the firm during turbulent times can never be overstressed. It is on this basis that this research evaluated the influence of charismatic leadership and intellectual stimulation on performance of Kenya Pipeline Company Limited. **Study Objective:** The general objective of the study was to evaluate the effect of charismatic leadership and intellectual stimulation on organizational performance. **Methodology:** This study used descriptive research design and a target population of 103 management level employees of KPC Limited. The researcher used stratified random sampling to select a sample of 87. Data was obtained using questionnaires. A Pilot study was conducted to test instrument's validity and reliability. Data analysis involved use of descriptive statistics and inferential analysis. The Ordinary Least Squares regression analysis was done to test the relationship between independent and dependent variables. **Findings:** It was revealed from the study findings that the management of KPC do

not encourages organizational learning disregarding the fact that organizational learning is key in enhancing the performance of an organization. The study further revealed that management at KPC limited has not given adequate attention to staff training and development. The study revealed that though the organization has a clear vision, this vision was not being communicated continuously to the staff. The study further established that the management of the organization does not encourage the principle of shared power and delegation. The study revealed that the ability of supervisors to observe high level work ethic and moral conduct motivates staff to work harder. **Conclusion and Recommendation:** In conclusion, charismatic leadership and intellectual stimulation influences organizational performance in KPC limited. Based on the findings, a recommendation was made to the management of KPC Limited to embrace organizational learning and increase resource allocation for research and development. It was also recommended that managers at all levels need to be trained and well prepared on aspects of delegation and power sharing.

Key Words: *charismatic leadership, intellectual stimulation, organizational performance*

INTRODUCTION

Organizations operating in the current business environment are faced with a myriad of challenges that obstruct achievement of their goals. These problems are further compounded by the challenge of selecting appropriate leadership to steer the firm during turbulent times. ElKordy (2013) highlighted that; the necessity of the competitive and dynamic business environment requires an increased focus on the most critical organizational element, which is leadership. Abasilim (2014) noted that effective leadership stimulates employee commitment, job satisfaction and performance in terms of achieving its goals, customer satisfaction and maximization of profits in an organization. The success of an organization is highly dependent on the aforementioned factors.

The theory of transformational leadership has received enormous attention in the global arena with a number of researchers affirming the relationship that exists between leadership and organizational performance. The theory underlines four domains of leadership that include charismatic leadership, intellectual stimulation, inspirational motivation, individualized consideration (Bass, 1996). This paper will however examine the first two. In explaining the domains, Bass (1996) posits that charismatic leadership requires the leader to be a role model and refrain from using power for personal gain and intellectual stimulation gives the workers opportunity to participate in decision making.

STATEMENT OF THE PROBLEM

Kenya Pipeline Company documents various challenges with the transport and distribution of the petroleum products. The capacity of the pipeline has been limited in addressing the increasing petroleum products demand in the country and other landlocked countries dependent on Kenya for their products. The company has also had challenges with its infrastructure that hampers the transport and distributions of the petroleum products. In this context, (Kenya Pipeline Company, 2019) indicated that on 30th of March, 2019 there was an oil spillage at Kiboko, Makueni County, on its newly commission Mombasa-Nairobi line that had only been operational for a year. In its 2017 annual report, KPC noted a need for it to strengthen its pipeline network and storage facilities in order for it to meet increasing local and regional demands for petroleum products (Kenya Pipeline Company, 2018). The frequent change of leadership at the helm of KPC has not lived to the expectations of stakeholders. This is an indication of a possible serious problem in the leadership of the company. Scholars have identified a number of leadership styles that can impact on the performance of organizations. For instance, Njong (2017) notes that the practice of transformational leadership ensures increased employee commitment in the banking sector. Dola (2015) also affirms the existence of a significant relationship between leadership and employee performance in the public sector in Kenya with a focus on Kenya Wildlife service. Additionally, Nagele, & Awuor (2018) affirm that the operational performance in the hospitality industry is function of communication, motivation, and leader competence all of which are treated as variables of transformational leadership. Although transformational leadership has been shown to influence organizational performance in other countries and sectors, there is little empirical evidence on the role of transformational leadership on the performance of Kenya Pipeline Company, a conceptual gap that this study will seek to fill. This study examined the influence of charismatic leadership and intellectual stimulation on the performance in Kenya Pipeline Company Limited.

GENERAL OBJECTIVE

This research sought to evaluate the influence of charismatic leadership and intellectual stimulation on organizational performance in the energy sector in Kenya with a focus on Kenya Pipeline Company Limited.

THEORETICAL LITERATURE REVIEW

The study's theoretical review is based on three theories that try to explain the influence of charismatic leadership and intellectual stimulation on organizational performance. The study used transformational leadership theory, the hierarchy of needs theory and Herzberg's two factor theory.

The concepts of charismatic leadership and intellectual stimulation are broadly discussed as dimensions of the transformational leadership theory. Transformational leadership entails a process where followers and leaders are working together for the enhancement of their motivation and morale (Burns, 1978). The dimension of charismatic leadership inspires trust, admiration, and respect among a team to the extent that members emulate him/her. Charismatic leadership refers to the ability of the manager/leader to exhibit certain principles that make him or her act as a role model to the followers/employees (Bass, 2016). The followers imitate and admire and trust such leaders. Among the indicators of idealized leadership is ethics, vision articulation, role Model and high Moral standards and trust. On the other hand intellectual Stimulation involves the ability of the leader to excite creativity and innovation amongst the followers (Bass & Avolio, 2009). Followers are positively encouraged to try new approaches. The ideas of subordinates are not undermined even when they reflect different stands. Rather a bottoms-up type of influence is generated with two-way communication. Both leaders and followers develop their own capabilities to recognize, understand and eventually solve future problems. This theory finds application in this study since it helped to determine if the different dimensions of transformational leadership are applied in KPC limited. In the case that they are employed, helps explain the extent they are applied and the resultant effect on performance at KPC limited.

The Hierarchy of Needs Theory was brought up from the work of Abraham Maslow (1943). The theory suggests that human needs are of five types. These include basic, security, affiliation, esteem, and self-actualization needs depicted in five hierarchical levels within a pyramid. (MacLeod, 2007). Failure to meet any of these five needs will give rise to a reduction in the performance of employees because their level of satisfaction will be affected. The theory has been modified by other researchers for instance; the theory was expanded in 1970s to include cognitive, aesthetic and transcendence needs. This makes it an eight-stage model. The theory is however criticized on the grounds that it is highly subjective as it is based on the scholar's view. The theory is further by MacLeod (2007) on the grounds that it cannot be empirically tested making it difficult to establish a causal relationship. The theory is relevant to this study as it seeks to examine the relationship between the needs of employees being met and performance of the organization. The theory addresses those employee needs that must be met through charismatic leadership for improved organizational performance.

The Herzberg Two Factor theory was brought up by Herzberg (1959). Herzberg theory was developed from an examination of 203 engineers and accountants of several firms. The respondents who were workers were asked to describe their work citations, in terms of the time they felt so happy (satisfiers) and also the time they felt so unhappy (dissatisfies). From this experiment, Herzberg concluded that workers are affected by different factors which as

classified into two; motivation factors and hygiene factors. Motivation factors include factors relating to the job itself. Hygiene factors on the other hand include factors that do not relate to the employee work thus are external. The theory opines that there are factors that improve employee satisfaction (satisfiers). These include factors such as employee responsibility, work itself, job advancement, achievements, recognition and individual growth and development (Herzberg, 1959). The theory also classifies conditions of work, pay and other benefits, ability of supervisor and job security as hygiene factors. The assumption that whenever employees are happy then satisfaction and productivity are assured has been criticized. This has also been dismissed on the basis that it does not provide any explanation on how the traits of employees contribute to their satisfaction and performance. (Leadershiop-central.com/2016). This theory is applicable to this study in the aspect of hygiene factors. An empirical test of the Herzberg's two-factor theory by Ozsoy (2019) confirms that indeed the most important hygiene factors include salary, conditions of work, policies of the company, and nature of relationship with supervisor. Since several empirical studies has confirmed the existence of a relationship between employee's satisfaction and performance, factors like salary, conditions of work, policies of the company and nature of relationship with supervisor are determined by the kind of leadership in a firm. This theory therefore was used to explain the relationship between transactional leadership dimensions and performance at KPC limited.

EMPIRICAL LITERATURE REVIEW

Charismatic Leadership and Organizational Performance

A study by Abeysekera (2011) evaluated charismatic leadership (Charisma) of a salesperson in Sri Lankan banking sector. The discussion centered on examining how important values and shared sense of purpose is communicated to the followers by the leader. The analysis assessed the extent to which the leader practiced the role of role model before the followers. The study findings showed that charismatic leadership behavior of salesperson is higher in private banks than in state banks.

An investigation Orabi (2016) established that charismatic leadership was not a significant factor in the performance of banking institutions in Jordan. This study focused on the Jordanian banking sector whereas the current study will look at a public entity in Kenya's energy sector. However, a study by Alfwani, Matata & Ahmed (2018) established that charismatic leadership has a strong positive relationship with organizational performance. Moreover, the study established a weak relationship between intellectual stimulation and organizational performance at Coast General and Referral Hospital in Mombasa.

A research by Nyokabi (2017) examined how charismatic leadership as practiced by company CEOs influence performance of management staff in private sector organizations in Kenya. Descriptive correlational research design was used and a target population of 984 senior managers from 183 private firms as listed in the Kenya Private Sector Alliance (KEPSA). Questionnaires were used to obtain data from a stratified random sample of 284 respondents. Data was analyzed using descriptive statistics namely frequencies, means, and standard deviation. Inferential statistics were also used in the analysis which included Pearson's

correlation, Analysis of Variance (ANOVA) and multiple linear regressions. The study findings revealed that the CEO's charismatic leadership significantly predicted performance of senior managers.

An investigation of the influence of charismatic leadership on employee engagement in parastatals in the energy sector in Kenya was done by Change (2019). The study utilized correlational research design and a target population of 315 managers and a stratified random sample of 176 respondents drawn from 10 parastatals within the energy sector in Kenya. Data was collected using self-administered questionnaires which involved Likert Scale measurements ranging from 0=strongly disagree to 4=strongly agree. The data was analyzed using inferential statistics. The findings showed that employee engagement has a statistical significant relationship with charisma, $r(166) = 0.590$, $p < 0.01$; ethical leadership, $r(165) = 0.553$, $p < 0.01$; teamwork, $r(166) = 0.531$, $p < 0.01$. Multiple linear regression analysis revealed that employee motivation positively and significantly moderates the relationship between charismatic leadership and employee engagement, $R^2 = 0.405$, $F(2, 159) = 54.100$, $p < 0.05$, $\beta = 0.225$, $p < 0.05$. The study concluded that charisma, ethical leadership, teamwork, and employee motivation positively enhance employee engagement.

Njiraini (2018) evaluated the relationship between charismatic leadership and employee job satisfaction in Kenya's commercial banks. The study utilized a correlational descriptive research design and a target population of 10,310 management level staff. Using stratified random sampling, 424 employees were selected for the study and data obtained from them using questionnaires. The collected data was analyzed using descriptive statistics and inferential statistics. The study findings indicated that charismatic leadership and job security were positively and significantly correlated to job satisfaction $r(346) = .496$, $p < .05$.

Intellectual Stimulation and Organizational Performance

An assessment of the impact of intellectual Stimulation on innovation and organizational performance was done by Utami (2013). Using purposive sampling, the study selected a sample of 56 respondents who doubled as managers of small and medium enterprises in Tegal town of Indonesia. Using partial least square technique, the study results indicated that intellectual stimulation positively influences innovation. The study also established a strong positive correlation between innovation and organizational performance. It was also noted that the barriers that hinder employees from sharing information can be removed through use of intellectual stimulation by transformational leaders. In conclusion, the researchers affirmed the assertion that firm performance is dependent on transformational leadership.

A study by Tahira (2014) evaluated the influence of Intellectual Stimulation, Innovations and performance of small and medium enterprises in Haripuri the industrial region of Pakistan. The researcher distributed 500 questionnaires out of which 348 were returned representing a response rate of 70%. Regression analysis was used to establish relationship between the variables of the study. It was revealed that intellectual stimulation is a good predictor of innovation and performance of small and medium enterprises. The study regression output gave

R of 0.624 with $P < 0.00$ showing that 62.4% of the variation in performance of small and medium enterprises is explained by intellectual stimulation.

Smothers (2016) evaluated the role of Intellectual Stimulation in the relationship between the supervisor and employee in organizations. The study utilized a sample of 259 respondents who were nurses in two regional healthcare facilities in the Midwestern United States. The study established a direct relationship between intellectual stimulation ability of the leader and employee empowerment. An analysis of the influence of intellectual stimulation on organization commitment was done by Kimeto (2017) who focused on Kenya's commercial banks. The researcher utilized descriptive correlational design with a target population of 240 managers drawn from 40 commercial banks. Using stratified random sampling, 150 respondents were selected to whom questionnaires were administered to obtain data for the study. Data was analyzed using inferential statistics such as Pearson correlations, Chi Square, ANOVA and multiple linear regressions. The study findings indicated that intellectual stimulation significantly predicted organizational commitment.

An investigation by Nyakomitta, Namusonge and Amuhaya (2018) on the influence of intellectual stimulation on the performance of commercial banks in Kenya was done. The study employed descriptive research design, which included both qualitative and quantitative methods. The study target population was all tier 1 commercial banks in Kenya. The study covered a target population of 24,244 employees working in the seven banks. Primary data was collected using well-structured questionnaires. Multiple linear regression model was used to estimate the coefficients using statistical package for the social sciences (SPSS version 23). Descriptive and inferential analyses were used to analyze the data. Results: The findings indicated that intellectual stimulation affects the performance of commercial banks in Kenya. The regression results showed that intellectual stimulation influenced the performance of banks by 0.596 units.

RESEARCH METHODOLOGY

A plan that is used by the researcher in seeking answers to research questions is called a research design (Cooper & Schindler, 2013). This study used descriptive research design to answer questions concerning the influence of charismatic leadership and intellectual stimulation on organizational performance (Kothari, 2009). Cooper and Schindler (2013) observe that descriptive research is concerned with finding out who, what, where, when and how much. The researcher preferred this research as she would like to report things as they exist at Kenya Pipeline Company Limited. In research, inferences have to be made on a collection of elements, called a population (Cooper & Schindler, 2013). The elements should have observable characteristics that are common. Moreover, the study target population constitutes the population to which the findings of the study will be generalized (Mugenda & Mugenda, 2009). This study target population was 93 management level employees of Kenya Pipeline Company Limited categorized into 6 departments namely Internal Audit (08), Human Resource and Administration (15), Finance (16), Operations and Maintenance (20), Infrastructure (15), Strategy (10) and Supply Chain (9). The process of selecting individuals from the accessible population is called sampling. This is necessary because the available time

and resources cannot permit the research to engage the entire population (Mugenda & Mugenda, 2009). This study used stratified random sampling together with Yamane (1967) formula to obtain a representative of 87 respondents. A questionnaire comprising both open and closed ended questions was used to obtain data from the respondents. From the semi-structured questionnaires both quantitative and qualitative data was produced. The questionnaires were coded and edited for completeness and consistency and entered into Statistical Package for Social Sciences (SPSS version 22.0). Analysis involved descriptive statistics and inferential analysis. Descriptive analysis technique gives simple summaries about the sample data in quantitative descriptions and includes, mean, standard deviation, frequencies and percentages. A multiple linear regression analysis was conducted to establish the relationship between the dependent and independent variables. Analysis of Variance (ANOVA) and F-test was used. The following statistical model was used.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon$$

Whereby: Y = Organizational Performance; β_0 = Constant; X1= charismatic Leadership; X2 = Intellectual Stimulation; $\beta_0, \beta_1, \beta_2$ =Regression coefficients; ε = Error Term

RESEARCH RESULTS

Charismatic Leadership and Organizational Performance

The study sought to examine the extent to which charismatic leadership contributes to the performance of KPC Limited. Research findings showed that majority of the respondents were indifferent ($\bar{X} = 3.012$) in responding to whether their supervisors observed high levels of work ethics and moral conduct in the execution of duties. Nevertheless, the respondents agreed ($\bar{X} = 4.013$) that the ability of supervisors to observe high level work ethic and moral conduct motivates staff to work harder. These results are in concurrence with the findings of Ogola (2017) indicating that there exists a significant positive relationship between manager's work ethics and staff performance in small and medium enterprises. The analyzed data indicated that the respondents were indifferent ($\bar{X} = 3.000$) as regards whether the management of KPC encouraged staff to uphold work ethics and moral conduct. Notwithstanding the affirmation that the practice of high moral standards by supervisors motivates employees in their work, the respondents were non-committal in indicating whether supervisor were their role models and whether they practiced high moral standards.

Intellectual Stimulation on Organizational Performance

The study sought to examine the extent to which intellectual stimulation contributes to the performance of KPC Limited. From the research findings, the respondents disagree ($\bar{X} = 2.225$) with the claim that the management of KPC encourages organizational learning. The respondents however agree ($\bar{X} = 3.950$) that organizational learning is key in enhancing the performance of an organisation. Additionally, the respondents strongly disagree ($\bar{X} = 1.575$) agree with the position that KPC management has allocated adequate funds for research and development. Nevertheless, quite a number of them agreed ($\bar{X} = 4.000$) that the adequacy of

resources allocated to research, and development determines the performance of an organization.

Furthermore, the respondents strongly disagree ($\bar{X} = 1.275$) with the opinion that the leadership of KPC is investing more in training and development for the purposes of developing staff. Notwithstanding, the respondents agree ($\bar{X} = 4.223$) that improved organisation wide performance is assured through having a well-trained workforce. The analyzed data further showed that the management of KPC does not encourage ($\bar{X} = 1.950$) employee problem solving through critical thinking. This confirms the respondents claim that there are limited if no opportunities for creativity and innovation in handling organizational problems and tasks. Nevertheless, the respondents agree ($\bar{X} = 4.000$) that organisational performance can be successfully achieved through critical thinking and innovation.

The respondents strongly disagreed ($\bar{X} = 1.175$) with the position that the management of KPC gives regard to upward communication, they agreed ($\bar{X} = 4.225$) that upward communication is essential in ensuring good relations between staff and management.

Organizational Performance

The researcher obtained data on the basis of a number of statements geared towards assessing the performance of the organisation. From the findings, the respondents disagree with the opinion that they always meet their targets as set together with the supervisor. The respondents remained indifferent ($\bar{X} = 3.013$) on whether or not they have intentions of leaving the organisation. However, the respondents strongly agreed ($\bar{X} = 4.000$) that the company has kept on making losses year in year out.

INFERENTIAL STATISTICS

With the help of statistical package of social sciences version 22.0, regression analysis was undertaken so as to clearly bring out the relationship between dependent variable (organisational a performance) and the independent variables that include charismatic leadership and intellectual stimulation. The model value of R is 0.781 indicating a good level of Prediction. The value of R-Square is 0. 609. This shows a strong relationship between the dependent and independent variable. This clearly indicates that charismatic leadership, and intellectual stimulation explain 60.9% of the variation in the performance of KPC limited.

Table 1: Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	0.781 ^a	0.609	0.553	0.403

a. Predictors (constant) Charismatic Leadership and Intellectual Stimulation

b. Dependent Variable: Organizational Performance

The F value shows that the model was a good fit. This is because the table value of (3,102) = 34.108 and P-Value=0.000 which is less than 0.05.

Table 2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	22.08	2	5.522	34.106	0.00 ^b
	Residual	16.83	104	.160		
	Total	38.91	106			

a. Predictors (constant) Charismatic Leadership and Intellectual Stimulation

b. Dependent Variable: Performance

Table 3: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-6.93	.179	.634	4.847	.000
Charismatic leadership	.219	.082	.586	7.835	.024
Intellectual stimulation	.108	.083	-.246	-2.806	.006

As per the SPSS generated in table above, the equation ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$) becomes $Y = -6.93 + 0.219X_1 + 0.108X_2$. This regression equation shows that taking both factors (charismatic leadership and intellectual stimulation) constant at zero then organizational performance of the company increases at the rate of -6.93. However, taking all the other independent variables at zero, then a unit increase in charismatic leadership leads to 0.219 increase in performance of KPC Limited. In the same way a unit increase in intellectual stimulation leads to 0.108 increases in performance. At 5% level of significance and 95% level of confidence, charismatic leadership, and intellectual stimulation are significant in explaining the relationship between the dependent variable and independent variable since their levels of significance are below the base significance level of 0.05.

DISCUSSION

The study revealed that the ability of supervisors to observe high level work ethic and moral conduct motivates staff to work harder. It was also established that the practice of high moral standards by supervisors motivates employees in their work, the respondents. This therefore infers that management at KPC do not exercise charismatic leadership since ability of supervisors to observe high level work ethic and moral conduct motivates staff to work harder denotes charismatic leadership.

The study revealed from the study findings that the management of KPC does not encourages organizational learning. It was however revealed that organizational learning is key in enhancing the performance of an organisation. The researcher further found out that the management of KPC has not has not allocated adequate funds for research and development. Nevertheless, the study established that the adequacy of resources allocated to research and development determines the performance of an organisation. The study further revealed that management at KPC limited has not given adequate attention to staff training and development. Notwithstanding, the researcher found out that improved organisation wide performance is

assured through having a well-trained workforce. This indicates that at KPC intellectual stimulation is not widely practiced. This can be explained by the failure by management to uphold organizational learning and allocation of adequate funds for research and development.

The results have also indicated that charismatic leadership and intellectual stimulation are key recipe for organizational development. Regression results indicate that charismatic leadership and intellectual stimulation when not employed lead to a decrease in organizational performance by 6.93. Similarly, a unit increase in charismatic leadership and intellectual stimulation leads to 0.219 and 0.108 increase in organizational performance respectively.

CONCLUSION

Based on the research findings, the study concludes that charismatic leadership and intellectual stimulation influences the organizational performance at KPC limited. From the regression results obtained, taking all independent variables constant at zero, organizational performance at KPC would decrease by 6.93.

RECOMMENDATIONS

Based on the above findings, the study makes the following recommendations that tough on implications for further research, policy, education and training.

Based on the above findings, the study makes the following recommendations that based on the research objectives. Leaders at KPC should demonstrate principles of ethics, vision articulation, role model, high moral standards and trust. The leaders should therefore be warm and dynamic in order. Further, the leaders should offer optimistic and enthusiastic communication of organizational vision in order to rally the employees behind him for enhanced firm performance.

The management of KPC Limited should embrace team learning for improved organizational performance. The researcher recommends for increased resource allocation from Government for research and development. There is need for the leadership of the organization at all levels to embrace critical thinking amongst employees as one way to solve work problems as well as enhance innovation and creativity.

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