

INFLUENCE OF INSPIRATIONAL MOTIVATION DIMENSION ON ORGANIZATIONAL PERFORMANCE OF THE SOUTH EASTERN KENYA ECONOMIC BLOC (SEKEB) COUNTIES. THE MODERATING ROLE OF INNOVATION

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ABSTRACT

County governments in Kenya are devolved units which came into effect in 2013 after the promulgation of the new constitution. County government performance has faced a number of challenges emanating from the type of leadership embraced by each particular county. It is on this basis that this research focused on establishing the influence of inspirational motivation on organisational performance of the county governments in the South Eastern Kenya Economic Bloc. The study was anchored on transformational leadership theory and supported by strategic leadership, resource based view and stakeholder theories. Pragmatism philosophical approach and descriptive research design were used. The target population of 408 was employed from which a sample size of 289 respondents gotten. Stratified and random sampling techniques were used while data was collected using questionnaires. To ascertain reliability of research instruments, the pilot study conducted at Kisii County and ensured through the Cronbach's alpha test. Validity was ascertained by conducting confirmatory factor analysis. Data was analysed using descriptive and inferential statistics. The strength of the association between study variables was established using Pearson-moment correlation coefficient while the influence of relationship between variables was done using simple linear, hierarchical and multiple regressions. Tables, graphs, charts and figures were used to represent the

analysed data. Outcome of analysed data demonstrated that inspirational motivation dimension of the leader significantly and statistically influenced county government performance in South Eastern Kenya Economic Bloc. It is concluded that a significant and positive influence of innovation (moderator) existed in the relationship between inspirational motivation and county government performance in South Eastern Kenya Economic Bloc. It was recommended that county leaders of South Eastern Kenya Economic Bloc should embrace general methods of inspiring employees at all levels of county government administration structure. The leader should communicate the expected performance targets clearly by encouraging team work among employees. The leader should motivate workers positively on good performance and create an achievable and implementable vision for county governments. The study concluded that the application of inspirational motivation dimension of the leader had a moderate, positive and significant contribution in county government performance of South Eastern Kenya Economic Bloc.

Key words: Inspirational Motivation, Organisational Performance, Transformational Leadership and South Eastern Kenya Economic Bloc (SEKEB).

INTRODUCTION

Organisational performance is a variable which is the most important subject for the leaders to consider when attempting to build and improve organisational operations. Organisational performance reflects the organisations growth and long-term survival. That is, its continuous improvement of organisational performance forms its vital objectives (Ogolla 2020).

Sitonga and Widodo (2017) found out organisational performance is a description of the level of achievement of the implementation of an organisation's tasks in an effort to realize the goals, mission and vision of the organisation. Organisational performance is achieved through individual employees or a team of employees working in the organisation under the authority and responsibilities assigned and resources allocated. In the public sector, performance is measured by the inputs for executing activities, the process through which the speed and determination of implementation is done, the output whether tangible or intangible, outcome which reflect the actual and expected results, the benefits accrued from the activity and the impact whether positive or negative.

Doval (2020) study indicated that the whole society today is facing the problem of performance assurance for organisations especially obtaining success in an increasing competitive market. Organisational performance comprises the actual output or results of an organisation as measured against its intended outputs (goals and objectives). The performance of an organisation depends first of all on how it's governed and second on the active and correct involvement of employees in fulfilling the strategic objectives of the companies. The fulfillment of strategic goals is achieved both by observing the plans and procedures established, as well as by creating and accumulating new knowledge in all areas of the organisation's activities.

According to Creswell, (2014), transformational leadership is innovative, deals in advance with abrupt changes in the business environment, which positively changes the organization. Transformational leaders consider themselves as change agents and they motivate followers. Unlike transactional leaders, who exercise their power by rewarding the employees and giving them money and status. Transformational leaders on the other hand, inspire their followers and lead them towards a dream or vision for enhanced performance (Ogolla, 2020).

Ogolla (2020) suggested that an inspirational leader encourages followers to have a strong sense of purpose to meet the goal of the organization at the same time aligning individual and organizational objectives together, making it possible for the followers to achieve individual and organizations performance. Inspirational motivation aspects of transformational leadership motivate and inspire their workers by offering a shared meaning and a challenge to the followers (McCleskey, 2014).

Successful implementation of transformative leadership dimensions (individualised consideration, intellectual stimulation, inspirational motivation and idealised influence) plus the moderating role of innovation can lead to high organisational performance of South Eastern Kenya Economic Bloc counties.

The 2018/2019 general audit report of Machakos County indicate that more money, 39% was spent on personal emolument contrary to the threshold of 35%, thus denying development its budget allocation. The 2015/2016 audit report of Makueni County indicate a total budget of Kshs, 5,497, 781, 502 was allocated out of which 23% was spent on development. The same report indicate that out of a total budget of Kshs, 11,243,352, 825 was allocated for Kitui county and only 14% was spent on development. The less allocation negatively impacted on the delivery of services.

Studies done by Khalil & Sahibzadah, (2017), Ogola et al., (2017), Amin, (2016) and Abu et al., (2013) did not focus on the influence of transformational leadership on organisational performance in the public sector. Most of the studies focused on employee performance with little to do with the influence of innovation on organisational performance (Ngaithe et al., (2016). Finally, most of the studies did not determine the moderating effect of innovation on the relationship between transformational leadership and organisational performance (Jiang et al., (2017), Jerobon et al., (2016), Wagude et at., (2015), Angela et al., (2017), Noermijati, (2014). It is against this background that the current study aims to establish the influence of transformational leadership on organisational performance as moderated by innovation in the county governments of the South Eastern Kenya Economic Bloc (SEKEB)

LITERATURE REVIEW

Transformational Leadership Theory

Downton first introduced transformational leadership approach in 1973. Then the theory was extended by Burns in 1978 and further by Bass in 1985. In 1985, Bass postulated that the leader influences subordinates by making them understand the prominence of tasks, making them realise to keep organisational and team goals above individual interests. The theory aimed to develop positive change in subordinates and their development as future leaders. Burns described leadership as a collection of three behaviours, ability of leaders to inspire followers (known as charismatic leadership) individually to meet their personal needs also known as individualized consideration and support innovativeness and effortful problem solving known as intellectual stimulation. Bass (1985) introduced four dimensions of transformational theory; individual consideration, intellectual stimulation, inspirational motivation and idealised influence. Our study's conceptual framework in anchored on these four dimensions (Odumeru and Ifaenyi, 2013).

Transformational leadership distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organization and a course that will yield certain superior performance to the stakeholders social dividend (Kemal & Surji, 2015 & Ogolla, 2020). Transformational leadership is combination of charismatic, personalized influence (providing the vision, encourage high standards, energizing the followers) and instrumental, competence-oriented professionalism (Andersen, 2015).

Relevance of the theory is that, for organizations to move forward in terms of overall performance, they must be willing to change, improve, and enlarge over time. When new activities take place such as innovations to steer the county to high levels, transformational leadership is the best style to bring employees on-board to the vision being presented. They make the changes themselves, which inspires others to make the changes as well. When applied correctly, this process allows the leader, the followers, and the organization to eventually reach their full potential of performance. The vision of the strategic leadership helps the transformative leader to create definitive, concrete and achievable outcomes that reflects the organisational performance. County outcomes are surely achieved when leader is visionary, creative, and innovative and inspires and has concern for the performance of all employees. Transformational leadership focuses on the human resources as the critical resource that effectively exerts organisational change. In this regard, transformational leadership sheds light on the strategic role of followers' attitudes and values to accomplish a higher degree of effectiveness towards achieving organisational performance.

Empirical Literature Review

Inspirational Motivation on Organisational Performance

In Pakistan, a study by Zameer, Alireza, Nisar & Amir, (2014) explored the impact of inspirational motivation on employee's performance of beverage industry. Data was collected from five major five cities of Pakistan with the help of a structured questionnaire. The results showed that motivation played a vital role towards the performance of employees in the beverage industry of Pakistan. The study considered inspirational motivation as the independent variable. The current study will consider transformational leadership as the independent variable.

Komakech et al., (2021) sought to determine the efficacy of inspirational motivation on the performance of middle-level public health workers (PHWs) in Lira District Local Government. Cross-sectional survey design was adopted with both quantitative and qualitative methods applied. Both stratified and simple random sampling procedures were used to select health facilities, supervisors and middle-level PHWs. 164 respondents were selected. Findings suggested that inspirational motivation had a significant effect on the performance of middle-level PHWs. The study recommended that its findings could be useful to public service managers who intend to enhance the performance of PHWs using limited resources.

Chacha (2020) investigated the effect of inspirational motivation on the banking sector employees in Dar-es-Salaam region. Positivism paradigm, deduction approach, cross-sectional survey and quantitative research design were adopted. 131 staff of the banking sector was the unit of observation. The findings indicated inspirational motivation had a positive significant effect on the performance of the banking sector employees in Dar-es-Salaam. The study recommended that leaders in the banking sector in Dar-es-Salaam region should improve employee performance through inspiring employees to commit themselves to the firm's vision for high performance.

Ogolla (2020) examined the influence of inspirational motivation on organisational performance of state corporations as was mediated by strategic agility. The study was supported by transformational leadership, dynamic capabilities, stakeholder and game theories. Multifactor Leadership Questionnaire (MLQ-5x) of Bass and Avolio (1997) was adapted to measure the different dimensions of transformational leadership and Balanced Score Card (BSC) to measure performance. The study employed pragmatism research philosophy and descriptive cross-sectional mixed method survey. Data was collected structural and semi structured questionnaire from a sample size of 215 respondents drawn from top leadership and 55 managers from state corporations. Data was analysed using SPSS and Structural Equation Model (SEM). Analysis generated both descriptive and inferential statistics on transformational leadership and agility on performance of state corporations. The results indicated that inspirational motivation had a positive and significant influence on organisational performance with $R^2 0.845$.

Nyakawa (2021) sought to find out the effect of inspirational motivation on organisational performance of state corporations in Kenya. The study applied descriptive research design and data collected through structured and semi-structured questionnaire and captured through a 5-point type likert scale. A sample size of 165 respondents was reached from the target population of 5,140 through simple random sampling. Ordinary least squares regression was carried out. The results revealed that there was a significant relationship between inspirational motivation and organisational performance. The current study will apply stratified random sampling contrary to this study which applied simple random sampling.

Mugambi and Obere (2021) investigated the influence of inspirational motivation of performance of health sector NGOs in Nairobi, Kenya. The study employed a target population of 41 and reached 20 sampled NGOs in the health sector. Data was gathered through the questionnaire and analysed quantitatively using SPSS. The findings revealed a strong positive and significant relationship between inspirational motivation and organisational performance in the health sector NGOs. The Study recommended that an increase in inspirational motivation leads to increase in performance in health sector NGOs in Nairobi County, Kenya. The study revealed that when inspirational motivation increased by one unit, the performance of health sector NGOs increased by 0.672 (67.2%).

Shadrack et al., (2022) established the influence of inspirational motivation on performance of National Government Administration in Kenya. The study was anchored on agency, communication, decision and transformational leadership theories. A mixed research method was employed and a sample size of 187 was drawn from a target population of 338 Deputy County Commissioners. The study found a strong and significant relationship between inspirational motivation and organisational performance of National Government Administration ($r = 0.811$, P value 0.017 less than the significance level (0.05).

RESEARCH METHODOLOGY

Research Philosophy

The Study used pragmatic research philosophy. Pragmatic research philosophy focuses on the sole decision maker in the concrete world situation. It is simply oriented toward solving practical problems in the real world rather than being built on assumptions about the nature of knowledge (Creswel, 2014, Shannon-Baker, 2016). Pragmatism is action oriented (Cameron, 2011).

Research design

The study applied the descriptive research design. The design was appropriate because it enabled the researcher to describe and explain information on the influence of transformational leadership dimensions on organisational performance of county governments in South Eastern Kenya Economic Bloc. It was important to the study in that it allowed the collection of more information from the respondents in regard to all the variables of the study.

Study area

The study was carried out in South Eastern Kenya Economic Bloc counties (Kitui, Makueni, Machakos). The South Eastern Kenya Economic Bloc was chosen because of its geographical convenience to arrive at the sample size of the respondents to the study. The other reason for the choosing SEKEB counties was that they are all dealing with the same economic activities of manufacturing and mining. In Machakos County, steel and cement are manufactured, Kitui does charcoal mining and Makueni deals with processing of agricultural products.

Target Population

The target population of this study was 408 respondents drawn from Machakos, Makueni and Kitui counties. The target key informants and unit of analysis were; 30 county executive committee members, 47 county chief officers, 136 directors and 195 deputy directors. The target population was drawn from the top management level of the county government. The reason being these are the categories of employees who are involved in planning for the county projects. They also participate in formulating the vision, mission, goal and objectives of fulfilling the projects of the county government. Still, they are the people who draw programs on the trainings, seminars and

workshops that other employees attend for the purpose of gaining knowledge on how to improve organisational performance of the county government.

Sampling procedure and sample size

A stratified sampling technique was adopted because the entire target population was divided into sub-groups. It was applied with the intention of using the results to draw conclusions about the population from which it was chosen (Cooper and Schindler, 2014). Since the population was heterogeneous, stratified random sampling technique ensured representation of all the SEKEB counties.

The sample size of 202 was calculated using Yamane's model at a confidence level of 95% (0.05). Yamane's model states that;

$$n = \frac{N}{1+N(e^2)}$$

Where:

n = Sample size required

N = Target population

e = Margin error

$$n = \frac{408}{1+408(0.05)^2} = 202$$

Data Collection

Primary sources of data was relied on and sourced through the structured questionnaires.

Instrumentation

The questionnaires for this study were self-administered to the sampled respondents (county chief officers, directors and deputy directors) of the study. The questionnaires were preferred because the data gathered could be processed and analysed relatively easily. They provided a convenient way of collecting data from a large number of respondents within a specified time. Being quantitative in nature, they easily allowed analysis of results. They allowed respondents to maintain their anonymity (Mugenda and Mugenda, 2003).

The sampled participants responded to the questionnaires whose items sought their views on the objectives of the research. The questionnaire was rated in a 5 point likert scale (5= strongly agree, 4= agree, 3= undecided, 2= disagree, 1= strongly disagree).

Data Analysis and Presentation

The collected and valid questionnaires were coded and keyed into the SPSS version 23. Data was analysed using descriptive statistics (mean, standard deviation, skewness and kurtosis), simple and multiple hierarchical regressions. The hypothesis and simple regression model for inspirational motivation dimension were set as follows; inspirational motivation of the leader does not have a statistically significant effect on the performance of the county governments in South Eastern Kenya Economic Bloc.

$$Y = \beta_0 + \beta_3 X_3 + \epsilon \dots\dots\dots iii$$

Where

Y = Organisational performance

β_0 - regression intercept

β_3 - coefficient of inspirational motivation

X_3 - inspirational motivation

ϵ - error term

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

Response Rate

Two hundred and eighty nine (289) questionnaires were given out to the respondents out of which two hundred and thirty five (235) were filled and returned. This represented the rate of 81.31% which was found sufficient for the study (Saunders et al, 2021). Fifty four (54) questionnaires were not returned and eighteen (18) were not correctly filled and therefore were found not suitable for analysis. Two hundred and sixteen (217) questionnaires were appropriately filled and returned yielding to the response rate of 75.1%. Any response rate of above 55% is enough for conducting data analysis (Miller, 2011). Visser et al., (1996) note that the best way to obtain unbiased estimates is to achieve a high response rate.

Correlation Analysis

Correlation analysis test results indicates that there was a moderate, positive and significant relationship between inspirational motivation ($r = 0.198$, $N = 217$, $p = 0.003$) and organisational performance.

Regression Analysis

The study sought to establish the influence of inspirational motivation dimension of the leader on the performance of county governments in South Eastern Kenya Economic Bloc. The study predicted that inspirational motivation dimension of the leader does not have a statistically significant influence on the performance of the county governments in South Eastern Kenya Economic Bloc. A simple regression model was employed to establish the relationship between inspirational motivation dimension and organisational performance.

$$Y = \beta_0 + \beta_2 X_2 + \epsilon \dots\dots\dots iii$$

Where

Y - Organisational performance

β_0 - Constant (coefficient of intercept)

β_2 - Change in organisational performance for each 1 increment change in X_3 , that is inspirational motivation

X_2 – Inspirational Motivation

ϵ - error term

Model summary for intellectual stimulation on organisational performance is shown in table 1a, b and c.

Table 1a: A Table Showing the Model Summary for Inspirational Motivation Dimension on Organisational Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.198 ^a	.039	.035	.85072

a. Predictors: (Constant), Inspirational motivation

Source: Field Data, (2023)

Inspirational motivation had R squared ($R^2 = 0.039$), meaning that inspirational motivation explained 3.9 % of the variance in organisational performance of county governments in South Eastern Kenya Economic Bloc.

Table 1b: A Table Showing the ANOVA a for Inspirational Motivation Dimension on County Performance

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	6.317	1	6.317	8.729	.003 ^b
1	Residual	154.877	214	.724		
	Total	161.194	215			

a. Dependent Variable: Organisational Performance

b. Predictors (Constant), Inspirational Motivation

Source; Field Data, (2023)

The ANOVA findings show the model fitness for influence of inspirational motivation of organisational performance was statistically significant, F calculated = 8.729, p value 0.05. Given that the calculated F=8.729 is more than the critical value 3.84 (1,216) at 0.05, the conclusion is that inspirational motivation is an important predictor on organisational performance. Therefore, the null hypothesis (H_{03}) is rejected. The conclusion is drawn that inspirational motivation dimension statistically and significantly influence organisational performance.

Table 1c: A Table Showing the Coefficients for Inspirational Motivation Dimension on County Performance

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.506	.163		15.422	.000
¹ Inspirational motivation	.137	.046	.198	2.955	.003

a. Dependent Variable: Organisational performance

Source: Field Data, (2023)

The results in table 1c shows the $\beta_0 = 2.506$, meaning that if all other factors were kept constant organisational performance of county governments in South Eastern Kenya Economic Bloc would be 2.506. In addition, coefficients of inspirational motivation was 0.137, meaning that a singular unit increase in inspirational motivation having other factors at zero, would lead to 0.137 increase in organisational performance of county governments in South Eastern Kenya Economic Bloc. Further, the results indicated that inspirational motivation predicted organisational performance $\beta_3 = 0.198$, p value of 0.05, which means that a singular unit increase in inspirational motivation dimension yielded a 0.198 change in organisational performance. The influence of inspirational motivation was greater than 2 times the effect attributed to the t-test of 2.955, p value = 0.003 against a significance level of < 0.05 . Inspirational motivation dimension proves to be statistically significant in changing the outcome of organisational performance. On the basis of the above results, the simple regression model was developed as shown below;

Innovation, Inspirational Motivation Dimension on Organisational Performance

A simple linear regression was employed to demonstrate the moderating role of innovation on the relationship between inspirational motivation dimension and organisational performance. The results are shown in tables 2 a, b and c respectively.

Table 2a: A Table Showing the Model Summary for Innovation, Inspirational Motivation Dimension on Organisational Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.196 ^a	.038	.034	.85023	.038	8.467	1	213	.004
2	.198 ^b	.039	.030	.85188	.001	.176	1	212	.675

a. Predictor: (Constant), Inspirational motivation

b. Predictors: (Constant), Inspirational motivation, Innovation

Source: Field Data, (2023)

The results of table 2a indicate that two models were generated. The first (1) model indicated that the variance of inspirational motivation accounted for 3.8% variance. The simple linear regression for model 2 indicates that it is the significant and important one since it has the remarkable interaction between inspirational motivation dimension and organisational performance. This means that the results of model 2 indicate a moderately important relationship between inspirational motivation dimension and organisational performance of county governments of SEKEB. Further still, the results inspirational motivation dimension accounts for 0.039 % of change in organisational performance of county governments of SEKEB. Inspirational motivation dimension accounts for 3.9 % of the variance in organisational performance. The degree of innovation moderating effect on the relationship between inspirational motivation dimension and organisational performance is 0.1 % (3.9% - 3.8%). The results for ANOVA are shown in table 2b.

Table 2b: A Table Showing the ANOVAa for Innovation, Inspirational Motivation Dimension on Organisational Performance

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	6.121	1	6.121	8.467	.004 ^b
1	Residual	153.975	213	.723		
	Total	160.096	214			
	Regression	6.249	2	3.125	4.306	.015 ^c
2	Residual	153.847	212	.726		
	Total	160.096	214			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Inspirational motivation

c. Predictors: (Constant), Inspirational motivation, Innovation

Source: Field Data, (2023)

Table 2b shows the results of ANOVA model that indicated that inspirational motivational dimension and innovation were statistically significant. The calculated $F = 4.306$, while $F\text{-critical} = 3.04$ (2,215) then $F\text{-calculated} \geq F\text{ critical}$ at the confidence level of 95% (0.05), then model 2 revealed a statistically significant moderating role of innovation on the relationship between inspirational motivation dimension and organisational performance. Hence, hypothesis (H_{05c}) was rejected. The coefficients of this prediction in addressing the concerns of objective v (c) are shown in table 2c.

Table 2c: A Table Showing the Coefficients for Innovation, Inspirational Motivation Dimension on Organisational Performance

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.508	.162		15.443	.000
	Inspirational motivation	.135	.046	.196	2.910	.004
2	(Constant)	2.023	1.167		1.733	.085
	Inspirational motivation	.135	.046	.196	2.911	.004
	Innovation	.116	.276	.028	.420	.675

a. Dependent Variable: Organisational Performance

Source: Field Data, (2023)

Table 2c show the model which explains that increase of inspirational motivation dimension as moderated by innovation results to a singular unit increase in organisational performance by 0.028, $p \geq 0.05$. Based on the results achieved above, the following simple regression model was developed.

$$Y = 2.023 + 0.116 \text{ IMIn}$$

Conclusions

Inspirational motivation dimension attracted a positive and significant influence on the performance of county government is South Eastern Kenya Economic Bloc. The reason advanced were that the leader; inspired employees at all levels of the organisation, communicated the expected performance to the employees, encouraged team work among employees, motivated them, made difficult issues simpler for implementation, and created objectives that were achievable in the future.

Recommendations

The research findings recommend that county leaders of South Eastern Kenya Economic Bloc should embrace general methods of inspiring employees at all levels of county government administration structure.

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