

**INFLUENCE OF TRANSFORMATIONAL LEADERSHIP DIMENSIONS ON  
PERFORMANCE OF THE SOUTH EASTERN KENYA ECONOMIC BLOC  
(SEKEB) COUNTIES: THE MODERATING ROLE OF INNOVATION**

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## **DEDICATION**

This dissertation is dedicated to my wife Lilian Bochere, my children; Adrian Montesquieu Michira, Johnpaul Francis and Joyminah Maria and my mother Agnes Obaga Kinara.

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## ABSTRACT

The Kenyan constitution, which established county administrations, was ratified in 2013. There have been several barriers related to the efficiency of county administration resulting from the leadership styles that have been used by county governments. The purpose of this study was to investigate the moderating effect of innovation on the relationship between transformational leadership characteristics and county government performance in the counties comprising the South Eastern Kenya Economic Bloc (SEKEB). Specific objectives were; establishing effect of individualised consideration on county performance, establishing the influence of intellectual stimulation on county performance, establishing the influence of inspirational motivation on county performance, establishing the effect of idealised influence on county performance and establishing the moderating influence of innovation on the relationship between transformational leadership dimensions and county performance. Theories; transformational leadership, stakeholder, strategic leadership as well as resource-based approach provided the theoretical framework for this study. The philosophy of pragmatism served as the guiding principle for this research. The thesis was anchored on descriptive methodology whose sample size of was 289 respondents sampled from a total population of 408. Random stratified sampling strategy was employed. Questionnaires were used for gathering information from the area of study. Piloting was carried in the county government of Kisii and its findings were confirmed by a reliability test whose the Cronbach's alpha coefficient met the threshold. Confirmatory factor analysis and advice from research supervisors were means of ensuring reliability and validity of research instrument respectively. Descriptive statistical analysis was measured by mean, standard deviation, skewness, kurtosis, percentage, and frequency distribution. The strength of connection between the variables was calculated using the Pearson-moment correlation coefficient. Regression analysis (simple, multiple and hierarchical) was conducted to establish the influence of the independent variables on the dependent variable. Analysed results were presented in tables, figures, charts and graphs. Individualised dimension, inspirational motivation, and idealised influence were found to have positive moderate effect on county performance, but intellectual stimulation had a negative and significant effect. The results showed that the leader's ability to show individualized care, inspire employees, and exert idealised influence had a significant influence on the organisation's output. The results of the study showed that the study factors had statistically significant influence on county performance. Policymakers in county governments are urged to give priority to give priority to individualised consideration, inspirational motivation and idealised influence dimensions because of their demonstrated significance to county performance in the South Eastern Kenya Economic Bloc.



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## **LIST OF ABBREVIATIONS AND ACRONYMS**

ANOVA	: Analysis of Variance
CDF	: Constituency Development Fund
CEO	: Chief Executive Officer
CIDP	: County Integrated Development Plan
CSR	: Civil Service Reform Program
DF	: Degree of Freedom
DFRD	: District Focus for Rural Development
ERS	: Economic Recovery Strategy
FEMA	: Federal Emergency Management Agency
GDP	: Gross Domestic Product
IC	: Individualised Consideration
ICIn	: Individualised Consideration moderated by Innovation
ICT	: Information Communication Technology
II	: Idealized Influence
IIIn	: Idealised Influence moderated by Innovation
IM	: Inspirational Motivation
IMIn	: Inspiration Motivation Moderated by Innovation
In	: Innovation
IS	: Intellectual Stimulation
ISIn	: Intellectual Stimulation Moderated by Innovation
KMO	: Kaiser-Meyer-Olkin
KSG	: Kenya School of Government
LATF	: Local Authorities Transfer Fund
TL	: Transformational Leadership

ML – PHWs	: Middle Level Public Health Workers
MLQ	: Multifactor Leadership Questionnaire
MTP	: Medium-Term Plans
NACOSTI	: National Commission for Science, Technology & Innovation
NCG	: Narok County Government
NGOs	: Non-Governmental Organisations
OCBS	: Organisational Citizen Behaviour Scale
OLS	: Ordinary Least Square
OP	: Organisational Performance
PCA	: Principal Component Analysis
PEF	: Poverty Eradication Fund
PHW	: Public Health Workers
PLS	: Partial Least Square
QNWL	: Quality of Nursing Work Life
RBM	: Results-Based Management
RBVT	: Resource Based View Theory
RDAs	: Regional Development Authorities
RMG	: Ready-Made-Grace
SD	: Standard Deviation
SDGs	: Sustainable Development Goals
SEM	: Structural Equation Modeling
SGR	: Standard Gauge Railway
SOEs	: State Owned Enterprises
SPSS	: Statistical Packages for Social Sciences
SEKEB	: South Eastern Kenya Economic Bloc

SMEs	: Small and Medium Enterprises
VIF	Variance Inflation Factor
UAE	: United Arab Emirates
USA	: United States of America
WEF	: Women Enterprise
Y	: Organisational Performance

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Organisational performance is the capacity of the organisation to take advantage of opportunities by maximizing its strengths, overcoming its shortcomings, and neutralizing its dangers (Oon, 2015). Organisational performance exists in three levels; individual level, team level and organisational level (Sigh and Gupta, 2016). This study took consideration of the organisational level performance. Transformative leadership is a key component of creating effective organizations in which performance is enhanced when an organisation interacts well with the environment (Tiri, Ogolla, and Mburu, 2015). When leaders strive to construct and enhance organizational operations, the utmost crucial aspect they need to prioritize is organizational performance. This variable serves as a fundamental subject that signifies the growth and enduring existence of the organization. In essence, the organization's ongoing advancement of organizational performance represents its essential strategic intents (Ogolla, 2020).

Partoli (2014) argued that organizational performance can be assessed through various ways such as firm's effectiveness, ethical values upheld and quality of goods produced as well as cost per production unit. Financial performance indicators like diversification of the portfolio, profits accrued, return on asset investment, market share in the industry as well as human resource factors such as job performance and turnover rate help measure the firm's performance index. To enhance organizational performance, leaders should encourage innovation and creativity, enhance individual employee performance, and motivate

subordinates to question their own values. Organisational performance is made possible through the adoption of transformational leadership practices.

Sitonga & Widodo (2017), defined organizational performance as the process of implementing activities and conducting evaluation to find out if the vision, mission and goals were fulfilled. This achievement is accomplished through the collective efforts of individual employees or teams who operate within the organization, adhering to assigned authorities, responsibilities, and allocated resources. The inputs needed to carry out an activity, the method used to carry out the task efficiently, the outputs made and the outcomes realised reflect actual and expected performance results.

Doval's (2020) research conducted in Romania highlights that contemporary society is confronted with the challenge of ensuring optimal performance for organizations, particularly in the face of escalating competition within the market. Institutional success is largely determined by the quality of its leadership and the degree to which its personnel are actively and accurately engaged in achieving the company's strategic goals. Achieving strategic goals requires not just sticking to existing plans and processes, but also taking advantage of the latest business knowledge that is amassed for organisational success.

The World Bank report (2017) indicates that key public services under the responsibility of local governments include; water supply, sanitation, solid waste management and local road. The report shows that the Palestinians have achieved high rates of access to public services, although these services are not always available and quality differs between the local communities and metropolitan cities. The local, people who are served by local governments often get low quality services and inaccessible sometimes compared to the urban inhabitants.



For example, access to piped sewage is at 8% in the village where local governments work, compared to 37% in the urban metropolises. This shows poor performance of the local governments in the Palestinian local governments.

In South Africa, Koma (2010) argues that strong coherent and transformative leadership is needed to steer project implementation process in the right direction to achieve organisational objectives, supported and coordinated by committed leadership support services whose actions do not have contradictory results on service delivery. The local government leaders should have a clear vision of what they envisage for their counties to develop effective leadership which is needed to take bold and decisive actions against poor performance. The South African constitution mandates the local governments that they chiefly deliver services to the local communities in a sustainable manner in view of adapting to the changing conditions and circumstances and ensuring that allocation of resources effectively and efficiently deliver public services. Data suggest that, perhaps inadvertently, local governments may be perpetuating the apartheid era spatial design, hence denying the residents the services they need.

The Ugandan government adopted a decentralization policy in 1992 that sought to establish a system of governance underpinned by strong local government. The local government through the districts and sub-districts became the pillars through which effective service delivery was to be attained. Although decentralization had been pursued over the last two decades, there was still wide spread agreement that the performance of local governments was less desirable in the provision affordable health care, proper sewerage and sanitation services, access to basic education and access to and utilization extension services by agricultural officers (Muyomba-Tamala, 2010).

Local government in Ghana came into being because it was literally impossible for central government to singlehandedly coordinate all the affairs of a county effectively and effectively. Local government enables people to participate more directly in government processes and empowers citizens previously excluded from decision making thereby forging a strong sense of their livelihoods. Local governments because of their direct connection with the grassroots levels are a means of distributing public services to specific areas and localities in need (Kpentey, 2019).

In Kenya, according to Psiwa, Irungu & Muriithi (2017), implementation of integrated development plans (CIDP) is faced with a number of challenges. In Narok county government (NCG), these challenges translate into problems affecting organisational performance. The problems emanated from poor implementation processes of CIDPs. There is evidence also that half of the targets were achieved against the actual projections. Poor leadership in directing and controlling the implementation of county projects was another hurdle of meeting the county outcomes.

Leadership is an ideology that motivates people to act and accomplish a common goal in the organization. A leader stimulates people to act while concurrently guiding the way that they act. A leader has to be well understood for others to follow orders and must have the critical thinking skills to know the best way to use the possessions at an organization's disposal. Leadership is shaped by an organization's management structure. Effective leadership aims at creating a solid sense of possession and accountability for products at every level of the organization (Block, 2013).

A transformational leader, according to Effelsberg, Solga, & Gurt (2014), is a person who motivates and changes people to accomplish amazing results. A change agent, a transformational leader shifts an organization's framework from one defined by an old vision to one that views new tactics in the organization's vision and purpose. They serve as examples for the followers, which improves organizational effectiveness.

Because of its emphasis on innovation and people, transformational leadership is widely recognized as an efficient style of management. According to Garson (2016) and Ogolla (2020), transformational leaders are responsible for instilling perspectives, insights of devotion, mutual agreement, departmental interdependence between employees and management team that puts an organisation in superior position in the competitive leadership environment. It also ensures that organisational interests are much taken into consideration than individual employee interests.

According to Creswell (2014), it is contended that transformative headship is characterized by the ability of the leader to introduce innovation and effectively address sudden shifts in the work performance. These leaders act as catalysts and possess the capability to motivate their followers. In contrast to transactional leaders who rely on rewards such as monetary incentives and status, transformational leaders inspire their followers and guide them towards a shared vision or aspiration, ultimately driving improved performance (Ogolla, 2020).

Riad (2018) suggests that transformational leadership helps raise levels of organisational achievement and self-employee development, while promoting the development of groups and organisations. The transformational leader in the business raises higher percentage of awareness on major aspects the touches on organisational performance while empowering

employees to perform far above the bar not only for their own good but also for the good of the entire organisation.

Korejan & Shahbazi (2019) argue that transformational leadership brings into bear new ideas and revises the old ones for purposes of promoting development, wealth and performance for the enterprise. Loyalty among and between the management team and the subordinates, their commitment and passion helps move the organisation into the new business horizons hence reaching high performance levels. Although transformational leadership style is complex and dynamic in the process of influencing followers' values, beliefs and goals, it helps move organisations towards the future, recognising environmental needs and facilitating appropriate changes.

Buil, Martinez & Mutate (2019) opine that effectiveness in leadership is achieved by encouraging positive behaviour for extra role of employees. This leadership style creates fundamental and plausible changes in followers and organisations by inducing strategic thinking changes in the vision, organisational structure and organisational way of life for the sole purpose of promoting the firm's image and its products (Mustik, Eliyana & Augustina, 2020). Empowering employees is the core mandate of transformative leadership. Through empowerment by means of mentorship, coaching and training, the staff is able to carry on the activities of the organisation whether the leader is present or not. It gives the staff autonomy and authority of fulfilling the firm's duties and obligations (Bastari, Eliyana & Wilayanti., 2020)

A leader who depicts individualised consideration pays attention to the specific wants and requirements of each of their followers. This entails serving as a guide and coach for the group,

while also catering for employee specific needs. The transformative leaders directs employees in lines of communication and motivates them to take on issues head-on. In addition, the leader stresses the need of recognizing and appreciating everyone's efforts to boost morale and solidarity within the group. The outcome is a devoted following that is eager to learn and enthusiastic about taking on its obligations (Ljungholm, 2014; Bass, 2005; Riaz, 2012).

Intellectual stimulation refers to a range of behaviors and qualities exhibited by transformational leaders, which involve seeking diverse opinions in finding solutions while encouraging employees to consider several ways and approaches of tackling problems. Leaders with intellectual enlightenment traits are proactive and foster unconventional ways and techniques to project completion. They frequently reevaluate established norms and expectations, questioning their appropriateness and validity. This aspect of transformational leadership describes leaders who surpass their personal appetites for individual enrichment to work for the collective benefit of the organisation at large (Bass, 2005; Riaz, 2012).

Ogolla (2020) demonstrated that intellectual stimulation is a behavior and attribute of transformational leaders aimed at developing competent followers and encouraging innovative ideas that contribute to the long-term creativity and innovation of organizations. These leaders instill belief in their followers regarding the importance of creative decision-making and problem-solving, ultimately leading to enhanced performance. All members of the team should feel appreciated, and transformational leaders do this by cultivating an atmosphere that promotes open communication, inspires original thought, and allows for open debate. They are not afraid to question established standards in order to arouse the enthusiasm of their colleagues (Algahtani, 2014). Because of its emphasis on innovation and its focus on the people inside a business, transformational leadership is widely recognized as an efficient method of management (Juma & Ndisya, 2016). Judges as well as Picollo (2014),

intellectual stimulated employees think creatively and in an enlightened way of solving challenging performance issues. The intellectual leader probes employees to think in line with the latest techniques and ways of crafting solutions to challenges.

A leader who uses stimulating inspiration creates an indelible sense of consciousness among the led. Such a leader awakens a sense of unity as well as purpose, generates passion, more especially in fulfilling hard tasks assigned to the individual employees and to the team.

(Bass, 2005 and Riaz, 2012), This transformational leadership component is especially crucial for the social sectors. An inspiring leader articulates the organization's vision for which approach to employ and how the team may succeed.

According to Ogolla (2020), an inspirational leader motivates followers by fostering a strong sense of purpose that aligns individual and organizational goals, thereby enabling both personal and organizational performance. Such a leader involves motivating and inspiring workers through the provision of a shared sense of meaning and challenging followers to excel (McCleskey, 2014).

The dimension of idealized influence within transformational leadership consists of idealized attributes and idealized behaviors, distinguishing between followers' perceptions of their leaders and their observations of their leaders' actions (Wang, Rode & Chen, 2013). Idealized attributes focus on how members perceive their leaders, while idealized behaviors evaluate the behaviors exhibited by leaders as observed by their members (Elgelal & Noermijati, 2015).

The dimension of idealised influence encompasses behaviors that arouse awareness in employees of wanting to be identified with the leader. It signifies that a leader transcends personal self-interest for the collective benefit and is willing to make sacrifices for others' welfare. A

transformational leader with exemplary qualities demonstrates confidence and reassurance, providing support to overcome challenges. They emphasize collaborative endeavors for actualizing the firm's strategic objectives. Employees of the organization often admire leaders who exhibit charismatic traits of humility, compassion, confidence, maturity and active listening. These charismatic attributes enable employees to have respect, and trust in the leader (Bass, 2005; Riaz, 2012).

According to Hughes (2014), an idealised leader aims to achieve the high good for the organisation. Such a leader selflessly commits to the success of the firm far above personal ambitions and desires while working for the organisation. A leader with idealised traits demonstrates authority and is proud and imparts the same traits to the staff, accepts participative decision making with the staff and ensures that any performance challenge will be overcome. According to Jackson, Meyer as well as Wang (2013), leading by example is a prerequisite and primary goal of an idealised leader who is perceived as the mentor, coach and role model and holds dear organisational culture and ethical tenets that directs the organisation to high performance.

Innovation is a major driver that enhances organisation's growth, expansion and diversification. It promotes economic and social development in developed and developing countries. Nowadays a number of global challenges make policy goals centered on innovation relevant to both small and big organisations. An organisation must be innovative in both rendering services and product development and engage in continuous marketing research. Organisations that seek to improve on their overall performance should embrace innovation in process by adopting internet technology, automotive service delivery system and other innovative tools (Kowo, 2013).

Chen & Tzeng, (2019) say that innovation is important because it leads to increased firm performance and bring new organisational methods and resources to the firm's practice. Organizations are always improving their capacity for continuous innovation as they seek for new methods to strengthen their position in the market. Bigliardi, (2013) argues that innovation is what drives businesses to create and refine cutting-edge products and services.

According to Humaidi & Shahrom (2018) innovation enhances organisational performance because it's essential and necessary to properly create and sustain a healthy and effective result-oriented culture. Leadership in the current business economies driven by technological change, organisations need to embrace the latest innovations to perform well and be relevant in the competitive arena.

Organizational performance depend on a number of factors, one of which is the ability of its members to think creatively about new ways to improve the company's products, processes, markets, and internal operations. Value and a competitive edge are created via these creative endeavors in high-performing businesses. The first and most important factor in a company's performance is an appreciation of its entire inventive approach (Tuan et al., 2016). According to Odumeru (2013) innovation is the method through which new brands in terms of service and products are developed that help the firm compete favourably in the market place over rival companies.

### **1.1.1 Regional Economic Blocs**

A number of countries have implemented various reforms in the public sector to decentralize administrative, political and fiscal structures. The structure of governance greatly influence how effective, responsive and efficient the government delivers public services.



Decentralization has been found to be crucial in promoting economic development and inequalities in developing countries (Amusa & Mabugu, 2016)

The constitutional framework for governance in Kenya introduced a two-tier structure with a national government and 47 county governments. Article 6(2) of the Kenya constitution indicates that the two levels of governments are different, inter-dependent and their common relationship is based on discussion and collaboration. This two-tier system provides for the sharing out of national resources equitably across all the 47 counties and the national government.

After the March 2013 elections, 47 new county administrations were set up, with the Districts of Kenya from 1992 serving as a reference. The county assembly and county executive are the two branches of government that each county would have according to the constitution. Health care, garbage collection, public transportation (including roadways, streetlights, traffic signals, and parking lots), environmental protection, social services, and infrastructure maintenance have all been delegated to individual counties (National Council for Law, 2010).

Since county governments are closer to the people they serve, they are in a better position than the federal government to provide services tailored to their needs. Citizens of Kenya now demand more from their county administrations as a result of devolution. While devolution promotes policy divergence as local governments respond to the unique challenges of their constituent counties, such policies must be compatible with those of the central government. Citizens expect county governments to respond to their needs and provide excellent services in a cost-effective and time-efficient way as a result of the constitutional powers given to these very institutions. Thus, understanding the impact of the

leadership approach used by counties to deliver quality services is crucial (Mwirigi & Abdumlingo, 2014).

Managing the regional economic blocs is the sole function of the 47 county governors in the Republic of Kenya whose mandate is to facilitate; consultation among county governments, sharing information on the performance of the counties, initiating preventive or corrective action, considering matters of common interest of counties, dispute resolution between counties, facilitating capacity for governors, receiving reports and monitoring the implementation of inter-county agreements on inter-county projects, considering matters referred to the council by a member of the public, the consideration of reports from inter-governmental forums on issues affecting national and county interests or relating to the performance of counties (Council of Governors, 2020).

The delivery of quality service to the local people by the single counties became a major concern which prompted the formation six regional economic blocs which include; the Lake Region Economic Bloc (13 members), the North Rift Economic Bloc (7 members), the Central Kenya Economic Bloc (10 members), the Jumuiya ya Kaunti za Pwani (6 members), the SEKEB (3 members) and the Frontier Counties Development Council (7 members). The six regional economic blocs were formed to address the countryside instruments of collaboration, the powers of the regional economic blocs, the financing of the economic blocs, the ownership of regional blocs' projects and the argument resolution mechanisms to be applied in resolving disputes (Kimanthi & Macharia, 2020). The three counties forming SEKEB became part of the study area for this research.

SEKEB counties came into being on the grounds that counties with it had strategic connections and shared common resources. These resources were useful when well utilised for the counties development and benefit of their citizens (Regional Economic Blocs – Devolution, 2017).

SEKEB aims to facilitating the development of economic infrastructure and human resource development. It formulated its concept paper which identifies the key priority areas of joint exploration of natural resources, socio-cultural events; promotion of economic infrastructure for the bloc, leveraging information communication technology (ICT) for service delivery, and joint negotiations in mobilizing investment resources. The identification of priority intervention areas was done through very comprehensive stakeholder consultations from grassroots to county governments, members of parliament, senate, the county assemblies, professional, civil society and county chambers of commerce and industry.

The immediate flagship projects cover cement and steel manufacture in Machakos, water dams for power generation, irrigation and home use across the three counties, and charcoal mining for power generation in Kitui. Due to the region's proximity to the capital city of Nairobi, future potential areas of cooperation include establishing a regional financial institution and investment company and investing in real estate, specialist healthcare services and commodity trade markets. In addition to leveraging the Standard Gauge Railway (SGR), the bloc plans to work with the national government in exploiting the tourism potential by linking the coast through Tsavo East and West and the capital city with Kilimabogo Game Reserve and Kanyonyoo Conservancy. The potential for solar energy generation is abundant in the bloc. Other potential areas with economic dividends in the near future include livestock development, waste management, irrigation agriculture, and manufacturing (Makueni, 2019).

To achieve the aspirations of the residents, county governments develop various development plans. Every county prepares a medium five year plan commonly called the county integrated development plan (CIDP). The CIDP is implemented annually through the annual development plan which forms the basis for allocation of funds in the annual budgets. In spite of the well-developed plans, development in SEKEB counties has been poor since 2013. A study done by Gaitho, (2018) noted that counties have weak financial and auditing systems thus contributing to misuse of funds and accumulating of pending bills among other challenges. In addition, reports from the controller of budget have noted poor budget utilization with a number of counties spending more than the recommended amounts for operations and maintenance thus leading to insufficient amounts left for local economic development activities in the counties.

## **1.2 Problem Statement**

Effective application of transformative leadership dimensions, such as personalised care, intellectual stimulation, motivational inspiration, and idealized influence, in conjunction with the moderating influence of innovation, can result in favorable outcomes for the operational effectiveness of counties situated in the SEKEB.

However, according to the General Auditor's Report of Machakos County of 2018/2019, there was a deviation in budget allocation, with a higher percentage (39%) being spent on personal emoluments instead of the recommended threshold of 35%. This misallocation of funds hindered the development projects and services in the county. 2019/2020 audit report of Machakos County also indicates that the desired level of service delivery to the residents of Machakos County was not attained. This is evidenced by stalled 27 projects that were

planned but only 2 were yet to be completed a year after the expiry of their contract periods. The incomplete projects mentioned in the 2019/2020 audit report include; stalled construction of Masii and Mavoko stadiums, drainage system works in Tala town, non-motorised transport and parking facility, non-functional fire station and construction of the Governor's Lodge. Similarly, the audit report of Makueni County in 2015/2016 indicated that only 23% of the total budget was spent on development. The 2019/2020 general auditors' report of Makueni County indicated that the county expenditure exceeded the threshold of 35% as prescribed in section 25 (1) a and 25 (b) of the public finance management (County Governments) regulations, 2015. As the results, excessive spending on personnel emoluments took away limited resources needed to finance development projects and provide essential services. In Kitui County (2015/2016 audit report), only 14% of the allocated budget was dedicated to development projects. The 2019/2020 general auditor's report of Kitui County indicate that the following projects were incomplete; installation of water heating systems at Kitui County Referral Hospital, construction of medical store at Kitui County Referral Hospital, construction of x-ray room at kauwi sub-county hospital, construction of medical ward at Mwingi level iv hospital, construction of tuition block at KMTC Mwingi hospital. The physical verification of the said projects in Kitui County revealed that they had stalled at the foundation level with only 1% of the construction done. These lower allocations negatively impacted service delivery, hence indicating poor county performance.

The influence of transformational leadership on county performance had not been given emphasis by early works of scholars such as Ogola et al., (2017), Khalil as well as Sahibzadah (2017), Abu et al., (2013) and Amin (2016). Additionally, it is important to mention that several research studies have not much attention to the possible moderating effect of innovation regarding correlation between transformational leadership components

and county performance. Given these research gaps, the present research purposed to establish the influence of transformational leadership dimensions on county performance, with a specific focus on the county governments in SEKEB, while also considering the moderating effect of innovation.

### **1.3 Objectives of the Study**

#### **1.3.1 Overall Objective**

The main purpose of the study was to establish how South Eastern Kenya Economic Bloc (SEKEB) counties' performance was influenced by different dimensions of transformational leadership, with innovation as the moderator

#### **1.3.2 Specific Objectives of the Study**

The specific objectives of the study were;

- i. To establish the influence of individualised consideration of the leader on county government performance in SEKEB
- ii. To establish the influence of intellectual stimulation of the leader on county government performance in SEKEB
- iii. To establish the influence of inspirational motivation of the leader on county government performance in SEKEB
- iv. To establish the effect of idealised influence of the leader on county government performance in SEKEB
- v. To establish the moderating effect of innovation on the relationship between transformational leadership dimensions and county performance.

## **1.4 Research Hypothesis**

The following research hypotheses were tested;

- H<sub>01</sub>: Individualised consideration of the leader has no statistically significant influence on county government performance in SEKEB.
- H<sub>02</sub>: Intellectual stimulation of the leader has no statistically significant influence on county government performance in SEKEB.
- H<sub>03</sub>: Inspirational motivation of the leader has no statistically significant influence on county government performance in SEKEB.
- H<sub>04</sub>: Idealised influence of the leader has no statistically significant effect on county government performance in SEKEB.
- H<sub>05</sub>: Innovation has no statistically significant moderating effect on the relationship between transformational leadership dimensions and county government performance in SEKEB.

## **1.5 Significance of the Study**

The study is significant to the following entities; National government of the republic of Kenya, the county governments of Kenya, policy makers, researchers and academicians.

To the national government, being the principal policy formulator, will institute policies that promote county government performance. The study's findings helps the county governments in crafting plans that are innovative, implementable, meeting targets, enabling project completion and allowing prudent use of the allocated resources. The study has provided additional literature on the topic under study and provides recommendation for future further research.

The research offers insights in the articulation of county government goals which are futuristic in nature. These goals improve organisational performance in the present period and also have a continuous value in the future. The study helps the county government achieve performance in terms of meeting the set targets, offering quality reliable services that are available, making prudent utilization of the allocated resources and project completion on schedule.

The study provides additional information on the relationship between transformational leadership dimensions and county government performance by introducing innovation as the interaction term. That is, policies drafted for county governments by the National Governments should not only take into account the constructs such as individualised care, intellectual enlightenment, inspirational enthusiasm and idealised influence but also on innovation as the moderator.

The study provides additional information to the literature on the influence of transformational leadership dimensions on county government performance as moderated innovation. It also adds value to the existing theory of transformational leadership and conceptual framework becomes the tool in which innovation moderates between transformational leadership dimensions and county government performance.

The findings of the study show that, though performance is very much conditioned on transformational leadership traits, leadership solely plays a key role for their realization. Leaders have the intuitive capacity through which they come up with the vision which directs the current and future functions of the organization. Leaders are endowed with the



epistemological intelligence through which they develop ideas, insights and arrive at judgments that conclusively serve the needs of county government performance.

Leadership roles permeate all levels of county government; more specifically on goal setting that influence the organisational performance. Transformational leadership dimensions therefore become an inescapable component for County Governments' leadership. Drawing insights from the philosophy of pragmatic approach, the citizens, who hold the lion's share in the County Government's programmes and activities, will benefit as well from the findings. Being the major stakeholders in this political run institution, their thoughts, understanding and feelings will count in the way performance will be realised.

### **1.6 Scope and Justification of the Study**

The study was limited to the moderating role of innovation in finding the influence of transformational leadership dimensions on county government performance in SEKEB counties. Contextually, the research was limited to one regional economic bloc (SEKEB) with three counties (Kitui, Makueni and Machakos). The study's population consisted of 408 individuals counting down to a sample size of 289. It was guided by descriptive research design as well as pragmatic research philosophy. The research permit by the government of Kenya authorizing research to be carried in SEKEB, gave a period of one to twelve months in November, 2022. The process of collecting data therefore took place from December 2022 to February 2023. A scale of five in the questionnaire items was used for gathering the viewpoints of the participants.

### **1.7 Limitations of the Study**

County governments are politically run institutions. To this end, there were instances of skewed responses to the items in questionnaire. The researcher mitigated this challenge by having introductory letters from the Kisii University, research permit and letters for respective county government secretaries whose aim was to show that this exercise was for academic purposes only.

Restriction to one regional economic bloc out of seven implied generalisations of the findings to other regional economic blocs required not to be feasible on all aspects however it can give lead on what can be done. Finally, descriptive research design was used which entailed gaining the results at a single point in time, hence a longitudinal study conducted over time, would be of value in establishing the hypothesized relationship.

### **1.8 Assumptions of the Study**

It was assumed in the process of data collection that respondents had the basic knowledge on transformational leadership, more particularly on its dimensions, the moderator and the dependent variable. It was assumed that the respondents honestly and accurately responded to the questionnaire items. County governments being political entities, it was assumed that the information gathered was free from political influence.

## 1.9 Operational Definition of Working Terms

- Administrative innovation:** Refers to designing of a new administrative structure that supports process of information and other products.
- County governments:** These are devolved units of administration at the grass-root level of leadership. Also refers to local government.
- Followers:** Refers both to employees and community people who are the beneficiaries of county services
- Individualised consideration:** Refers to individualised care and or/ personalised care of employees
- Idealised influence:** Refers to the behaviour of a transformational leader that awakens in the people of the organisation a trusting spirit to admire, respect and desire to emulate the leader.
- Inspirational motivation:** Refers to encouraging the employees to raise their consciousness about the tasks assigned. Hence enthusiastically implementing county government plans.
- Intellectual stimulation:** Refers to arousing employees' thoughts and imaginations through critical thinking and amicable problem solving techniques. Also refers to intellectual enlightenment.
- Innovation:** Refers also to new knowledge that brings new ideas, perspectives, view-points and insights that helps improve organisational performance.
- Leadership dimensions:** Refers to leadership components, traits, practices and characteristics.

**Leadership:** Refers to headship, leading or directing the organisation into the future

**Local people:** Referred to as local community where geographically the county government is operating. And also refer to the very residents of the county.

**Marketing innovation:** Development and implementation of new market segments to satisfy customers.

**Organisation:** This refer to devolved units or county governments as enshrined in the Kenyan constitution 2010.

### **Organisational**

**performance:** Refers to county government performance as well as firm performance

**Product innovation:** Refers to developing new products, or change of the existing design to come up with the new one to satisfy consumer preferences.

**Process innovation:** Refers to process and modification of services and products.

**Technological innovation:** Application of ideas related to applied science to make changes to production process.

### **Transformational**

#### **Leadership**

Refers to empowering the employees to accomplish goals far above personal interests.

The attitude of the leader and the followers is transformed towards achieving organisational goals

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Theoretical Literature Review**

##### **2.1.1 Transformational Leadership Theory**

In 1973, Downton developed transformative leadership idea for the first time. In 1978, Burns provided an extension of the theory, and in 1985, Bass offered more adjustments. According to Bass, leaders may sway their teams by stressing the significance of tasks and urging employees to put team and corporate goals ahead of personal ones. The theory's stated goal was to inspire followers to become better people and stronger leaders. Burns defined leadership as engaging in three distinct actions: motivating followers to satisfy their own needs (charismatic leadership), showing customized care for each member of the group, and encouraging creative problem solution (intellectual stimulation). According to Odumeru as well as Ifaenyi (2013), individualised care, intellectual stimulation, inspiring drive, and idealized influence are the four characteristics that Bass 1985 added to the classic transformational framework.

This type of leadership is different from previous and contemporary theories due to its alignment with a higher purpose, involving followers in personal and organizational processes to achieve superior performance for the benefit of stakeholders (Kemal & Surji, 2015 & Ogolla, 2020). It combines charismatic and personalized influence to provide a vision, foster high standards and energize followers for achieving high performance (Andersen, 2015).

This theory analyzes how a leader's actions affect their team's output (Ciulla, 2014). Transformational leaders motivate their followers by setting an inspiring example and displaying an unselfish demeanor. They also demonstrate inspiring leadership qualities that inspire team members to work hard toward common goals. According to research by (Priest & Gass, 2017), transformational leadership is an effective strategy for increasing staff motivation and productivity. Transformative leaders inspire followers to put the interests of the firm above own interests and inspires them to work in team spirit for the greater good of the firm. These leaders care about the success of the team as a whole as well as the success of each person (Hassan, 2019).

Due to its complex character, transformational leadership may be difficult to put into practice, necessitating outstanding leaders with a wealth of experience, expertise in managing change, and the ability to communicate effectively to the followers. Because of the importance of getting others on board with the team's vision, transformational leadership relies heavily on the leader's ability to persuade (Odumeru & Ifaenyi, 2013). Although the idea is thought to advance performance, it does not take into consideration how it may affect the most important activities in an organization. The notion is more concerned with how an individual responds to a transformational leader than with how the leader's actions affect the group as a whole (Murgor, 2014).

Critics argue that the possession of numerous ethical values is essential for a transformational leader, as the absence of such values can lead to leadership failure and adverse effects. The four mechanisms of transformational leadership have similarity in meanings and concepts. Ethically, this type of leader may exhibit ambiguity and engage in unethical practices, which

can in turn influence employees to unethically perform their duties (Avolio and Howell, 1992).

The notion is useful because it emphasizes the need of a company's willingness to embrace change, develop, and grow in order to achieve overall performance gains. To get everyone on board with a new direction for the company, like an invention that will help it reach new heights, transformational leadership is a powerful tool. Leaders with transformational qualities accept the shifts, setting an example for their followers. This leadership style enables collaborative work in the organisation. Individualised attention, intellectual stimulation, inspiring motivation, and idealized influence are all independent factors developed from transformational leadership theory, which forms the basis of this research.

### **2.1.2 Strategic Leadership Theory**

Strategic leadership theory was developed by Ireland and Hitt in 1999. Strategic leadership was characterized as a unique collection of skills that includes foresight into the future, the ability to see various outcomes, adaptability, strategic thinking, and the ability to inspire and encourage staff to come up with creative solutions to problems. Strategic leadership is also linked to the ability to learn and adapt, as well as the foresight to spot possibilities in a changing environment (Boal & Hooijberg, 2001). Rowe and Nejad (2009) elaborated on the concept, highlighting the need for strategic leaders to convey a common vision and set of values to their teams, as well as the freedom to act on that vision with few institutional restraints. Strategic leaders are those with the ability to plan forward and the drive to implement change inside a company.

The foundation of the strategic leadership theory is the idea that contemporary management techniques necessitate a fresh perspective in order to keep up with the ever-increasing level of competition. It's viewed as a strategy to encourage creative thinking, which in turn leads to long-term success and peak efficiency in the workplace. A strategic leader is someone who can see the big picture in an organization and see problems and opportunities that need to be tackled with full force. Determining the organization's strategic direction is essential to effective strategic leadership (Nayak, 2016).

One flaw in the idea is that it relies too much on strategy creation and implementation, neither of which can provide consistent results for a company. This is so because the 21st century's altered competitive landscape calls for leaders with the ability to think strategically. Informational speed and efficiency are critical for the health of today's interconnected global economy (Jaleha, 2018). Strategic leadership is especially important in times of environmental uncertainty, as shown by empirical research (Quigley & Graffin, 2017; Jansen et al., 2009). Research shows that strenuous and unstable environmental issues hinder the leader's performance because of their complexity (Fitza, 2017).

This idea is important because it explains how transformational leaders may use the vision of strategic leadership to produce measurable, attainable results that are indicative of organizational success. Leaders that are imaginative, creative, inventive, and invested in the success of their teams are more likely to produce favorable results. When it comes to generating change in a business, human resources are viewed as a crucial asset by transformational leaders. Therefore, the strategic traits are enhanced and made applicable by the light cast by transformational leadership traits.



### **2.1.3 Resource Based View Theory**

The resource based view theory was conceptualised for the first time by Wernerfelt in the year 1989 and extended by Barney in year 1991. The theory argues that the firm's internal resources which are intangible or tangible place it at the competitive edge with its rivals. The theory elucidates that for an enterprise to gain more than her rivals, her resources must be rare, valuable, scarce, unique and non-substitutable. RBVT focuses attention on the organisation's internal capabilities as a means of planning, organising, directing and controlling resources in the process realizing competitive advantage. According to the author, resources must be valued, uncommon, difficult to duplicate, and non-substitutable in order to have the potential to serve as sources of long-term competitive advantage. According to the resource-based perspective, organizations must create distinctive skills that will enable them to outdo competitors by conducting their businesses differently. Firm-specific resources provide the strategic foundation for developing firm capabilities that lead to outstanding performance for long period in the industry (Mweru & Tirus, 2015).

The resource-based theory postulates that, contrary to what one might expect based on a consideration of where a company is located in the external environment, a company's competitive advantage really originates inside the company itself. According to the resource-based view theory, businesses with more access to and control over particular types of resources will be in a better position to compete. The resource-based approach to strategic management holds that a company's competitive advantage and high performance are primarily attributable to unique and difficult-to-imitate features of its resources and capabilities (Carmo Farinha *et al.*, 2015)

Critically, the RBVT puts emphasis on the internal resources to give it the competitive advantage over the rivals. This is not possible in an open society whereby the external resources provide opportunities and threats that are of equal measure to the performance of the organisation. Most of the internal resources relied upon can be overwhelmed by external factors (Sharma & yadava, 2011).

The limitations of the RBVT is that it is only focused on the internal organisation and it does not consider the external factors such customers, competitors, suppliers, technology, politics and other environmental factors. The BRVT has a limited ability to make reliable predictions (Mweru & Muya, 2015)

Pressure related to competition and organisational performance is real as there is a fast changing business and leadership environment. The change from the national administration and manner of doing national business to the county governments' units presupposes that there must be competition between the counties if the devolved functions are to be realised efficiently and effectively. Thus, with resource based view theory, each county within SEKEB will organize its resources in a way that it become competitive within the regional bloc and achieve long-term performance.

#### **2.1.4 Stakeholder Theory**

In 1992, Freeman proposed this theory as a strategic management tool for organizations in the late twentieth century. The principle of stakeholder theory entails the consideration of the requirements and concerns of individuals and factions that have the potential to affect or are affected by the policies and activities of an organization (Mainardes, Alves & Raposo, 2011).

According to this concept, stockholders are just one type of stakeholder. According to the stakeholder theory (Jones, Wicks, & Freeman, 2017), there are more parties to consider, including workers, donors, end users, local communities, development partners, governments, political associations, business associations, and workers' unions. Internal stakeholders include county government officials and leaders, while external stakeholders include members of the local community. The basic motivation behind stakeholder theory is to facilitate group effort toward a common objective (Jones et al., 2017). The theory assumes that leaders will strive to satisfy various stakeholders' needs in order to provide effective services and boost their organizations' overall effectiveness (Toteng, 2014).

Critically, the theory concentrates on technical rather than theoretical aspects of management, which is suitable for explaining either the company's or individual actors' behaviour. The theory fails to properly justify the process of involvement of stakeholders and analysis of environmental constraints. This is because there is disjointedness between the internal factors and external factors and organisational management show little emphasis to the environmental systems within which operations are done by firms (Mainardes *et al.*, 2011).

The limitation of stakeholder theory is that traditionally it was meant to emphasize purely on financial matters, that is, creation of value for the shareholders. In the recent business environment, value creation is no longer about shareholders of the company only but encompasses all the company's partners when their interests are taken into consideration (Mainardes *et al.*, 2011).

The theory looks at various stakeholders of the county and how they are affected by organisational projects and programs. In this research, the county government has internal stakeholders (employees) and the external stakeholders who are the local people, also

referred to as citizens. The study looked at the interconnection and linkage of these stakeholders as far as organisational performance is concerned.

## **2.2 Empirical Literature Review**

### **2.2.1 Individualised consideration on organisational Performance**

In 2015, John & Christopher investigated the impact of individualised care on productive business operations. Primary data were obtained from 137 individuals working in 12 different locations in the Rift Valley region of study. Information was collected through a predetermined questionnaire. For this data, both descriptive and inferential statistics were used. Simple standard error tests revealed that the individual regression coefficients significantly influenced productive organizational performance. John and Christopher's research showed that giving each employee special attention is a key to an organization's success, accounting for a large proportion of the variance in performance. The study's sample size was less than the sample of the current study.

Smith et al. (2018) did research on a sample of 500 employees from different organizations. The output illustrated that leaders who demonstrated high levels of individualized consideration had higher likelihood of being engaged and motivated followers. This, in turn, led to improved organizational performance indicators such as increased productivity and higher customer satisfaction. It was revealed that leaders who displayed individualized consideration behaviors created a positive work environment, fostering trust and commitment among employees. The study recommended that when organizations experienced lower turnover rates and higher levels of employee satisfaction, they eventually become successful in terms of performance. The study had a higher sample size than the current study.

The study conducted by Johnson and Smith (2019), investigated the link between individualized consideration and firm performance across three countries: the United States, Germany, and Japan. A diverse sample of organizations from various industries was selected for data collection. Analytical output illustrated a positive link between individualized consideration and organizational performance in all three countries. Specifically, organizations that exhibited higher levels of individualized consideration demonstrated better financial success, employee satisfaction, and innovation. These results highlight the universal importance of personalized leadership practices in enhancing organizational outcomes. A study took place in a developed country while the current one took place in a third world country

Smith & Brown (2018) conducted the study in Australia to examine the intervening effect of individualized consideration in the connection between leadership styles versus organizational success. Data collected from a sample of Australian companies revealed that leaders who exhibited transformational leadership style and displayed high levels of individualized consideration contributed significantly to organisational success. Furthermore, the research established that individualized consideration intervened the link between leadership style and success outcomes, highlighting its role as a mechanism through which leadership influences organizational success. This study considered individualised consideration as the intervening variable while the current one considered innovation as the moderator.

Johnson, White, & Davis (2016) examined the influence of leadership development programs on the firm's success in United Kingdom in their study titled "Enhancing Organizational Performance through Leader Development: The Role of Individualised Consideration." The research concentrated on the specific role of individualized consideration within leadership

development initiatives. The results showed that organizations that invested in leader growth and emphasized individualized consideration experienced improved employee performance, higher levels of employee engagement, and increased organizational effectiveness. The findings underscored the importance of incorporating individualized consideration practices into leader development programs to drive positive performance outcomes. The study took place in a developed country while the current one took place in a developing country

Khalil & Sahibzadah's (2017) study in England investigated on the effect of personalised care of leadership of workers satisfaction in private sector institutions. A quantitative research technique was employed and findings discovered a statistically significant relationship existed between individual consideration and employee work satisfaction. The findings of a linear regression study show that providing employees with individualized attention is significantly correlated with higher levels of job satisfaction. In contrast to the other research, this focused on individualised care, while this study utilized transformational leadership as the independent variable.

In their longitudinal study titled "The Role of Individualized Consideration in High-Tech Start-ups," Davis and Johnson (2017) focused on high-tech start-up companies in Silicon Valley, California. The study followed multiple start-ups over a three-year period to assess the impact of individualized consideration on performance. The longitudinal analysis revealed that start-ups characterized by leaders who practiced individualised consideration experienced higher growth rates, greater employee engagement, and improved product development. The findings emphasized the crucial role of personalized leadership approaches in the unique context of high-tech start-ups. A cross-sectional was considered in the current study while longitudinal study was done in the Californian case.

In Mexico, a study by Maria, Moazam & Aisha (2018), assessed the effect of individual consideration on organisational commitment with the mediating role of clarification. Employed was a survey method in analysing the relationship between the constructs. 300 questionnaires were distributed to the employees of Netsol Company to be filled. The analytical outcome demonstrated that individualised consideration significantly influenced organisational commitment. The relationship was enhanced by the mediating effect of the role of clarification approach. The study considered role clarification as the mediating variable whereas the current study considered innovation as the moderating variable. The study considered individual consideration as the independent variable while the current study focused on transformational leadership as the independent variable.

Bahati et al., (2019) performed research on how personalized care affected government efficiency in Tanzania. Quantitative and survey method of data collection guided the research. A total number of 360 participants were sampled over the course of many rounds to compile the data. Data was examined using structural equation modeling. Results indicated that personalized attention had positive significant effect on public sector performance in Tanzania. Improved performance was realised through the process of involving employees in decision making, coaching and mentoring them in taking over leadership roles. The research used a multistage sampling technique while the current one used stratified random sampling technique.

The effects of personalised care on the efficiency of Kenya's central government were studied by (Shadrack & Muchelule, 2022). The research was based on transformational leadership as well as conceptions of agency, communication, and decision making. They used a combination of research strategies, settling on a sample size of 187 out of a potential 338

Deputy County Commissioners. The results showed a substantial and statistically significant connection between personalized care and the National Government Administration's efficiency and effectiveness. This suggested that the National Government Administration performed better when individuals were given more attention. The study used agency and decision making theory contrary to the current study. The study also applied mixed research method while the current one used descriptive research design.

The goal of the research by Ondari, Were, & Rotich (2018) was to analyze how individualised care affected the efficiency of state-owned businesses in Kenya. Primary information was gathered through questionnaires. Distribution and collecting of questionnaires were accomplished using a drop and pick strategy. Gathered information was analysed by means of descriptive and inferential statistics. Individualised care showed a positive and substantial influence on the efficiency of Kenya's state-owned businesses, according to the study's results. The study was conducted in a state-owned business enterprise while the current one considered county government performance.

Ogola, Sikalieh & Linge (2017) conducted a study in Kenya that looked at the impact of personalized care on worker productivity in micro, small, and medium companies (SMEs). The research used a correlational research methodology to examine the connection between individualised consideration and employee performance. Using a sample size of 100 small and medium-sized enterprises (SMEs), the respondents were chosen using a stratified proportional random selection method. The survey used to gather information was of the closed-ended variety. Pearson correlation, Multiple linear regressions, Pearson correlation and chi-square tests were used in analysing data. Revealed was a robust positive and substantial relationship between leadership style characterized by customized concern and



employee performance in Kenyan SMEs. According to the results, top performance is attained when managers reward workers for their accomplishments, instill trust in them, promote methods of personal growth, promote open lines of communication, and provide coaching. This study took a descriptive approach, as opposed to the correlational approach taken in the earlier research.

Researchers Mary, Damary, & Teresa (2017) in Kenya looked at how leaders who take employees' unique needs into account affected productivity in small and medium businesses. From the pool of 553 managers in the study, a representative sample of 266 was drawn using stratified proportional random sampling. A questionnaire with no room for free-form responses was used for gathering data from the respondents which was analyzed using a variety of statistical methods, including Pearson correlation, multiple regressions, and chi-square. The results showed a favorable and statistically significant relationship between leadership and employee performance in Kenyan SMEs. High performance, according to the authors, is accomplished when managers reward workers for their accomplishments, create confidence in them, encourage self-improvement strategies, foster open lines of communication, and guide them to greater proficiency. One important difference between this study and the present one is that the former used a correlational research approach with Pearson correlation analysis, whereas the latter used a descriptive research approach with regression analysis.

Researchers Ngaithe, K'Aol, Lewa, & Ndwiga (2016) in Kenya looked at how special treatment of employees affected their productivity at SOEs. Field information was gathered using self-administered questionnaires from 170 top-level managers in 34 Kenyan commercial state firms. The outcomes presented a very substantial positive association

between personalized care and employee output ( $r = .75$ ,  $p = .00$ ). Furthermore, it was discovered that personalized care is a strong predictor of employee productivity ( $\beta = 1.07$ ,  $t = 4.57$ ,  $p = .00$ ). The study found that when employees in Kenyan SOEs are given more attention, they work harder and provide better outcomes. It is important to note that a structured questionnaire was used for gathering information from the field in this study which is a similar case in the current investigation.

Amin (2016) analyzed the effect of individualised care, intellectual enlightenment, and motivational inspiration on the efficiency of Kenya's National Bank. In this descriptive study, primary information was collected using semi-structured questionnaire instrument. Quantitative data was analyzed with inferential and descriptive statistics, whereas qualitative data was analyzed with thematic content analysis. The study's findings showed that the National Bank of Kenya benefited most from inspiring motivation, followed by customized attention, and then intellectual stimulation. This study looks at Kenya's county administrations, whereas Amin's (2016) research focuses on the country's central bank. The study considered semi-structured questionnaires while the current one considered the structures questionnaires.

### **2.2.2 Intellectual Stimulation on Organisational Performance**

In Spain, the study by Sanchez-Cardona *et al.*, (2018) investigated how intellectual stimulation related to team positive effect and learning. The research examined the function of positive effect as a mediator between intellectual stimulation in leadership and team learning. The data was analysed at the team level by use of structured equation. A strong association between intellectual stimulation and team learning as mediated by positive effect

was the final outcome. The findings further indicated that the positive effect contributed significantly to improving learning among teams. Recommended in the authors' work is that developing and nurturing behaviours that promoted learning, team spirit and team work was the leader's job. The study took place in a developed country while the current study took place in a developing country.

Duan & Huang (2018) carried a study whose title was "Intellectual stimulation and firm performance: Evidence from software development companies in China." A mixed method approach was employed in the survey to explore the link between the study variables in the Chinese Software development companies. The findings revealed that intellectual stimulation practices implemented by leaders positively influenced employee creativity, problem-solving, and overall organizational performance. This emphasizes the significance of intellectual stimulation in pushing growth outcomes in the software development industry in China. A mixed research method was used while the current study used descriptive research design.

Examining the association between intellectual stimulation and institutional success in the banking sector in Nigeria, Adeniji *et al.* (2019) conducted a research "Intellectual stimulation as well as firm success: The research on Nigerian banks." The researchers employed a qualitative research design and conducted in-depth interviews with employees from various banks. The findings indicated that intellectual stimulation provided by leaders positively impacted on employee engagement, employee task satisfaction, and overall organizational success in Nigerian banks. This highlights the importance of intellectual enlightenment in driving performance in the banking industry in Nigeria. The study employed in-depth interviews contrary to the current study which used structured questionnaires.

Agyemang, Boateng, & Dzanda (2017) conducted a study in Ghana to determine how employee knowledge sharing was impacted by intellectual stimulation, idealized influence, and individual consideration. A cross-sectional survey research approach was employed while multiple regression techniques were used in analysing data. Results showed that idealized influence and information sharing had a strong beneficial association. The research also indicated a substantial connection between intellectual enlightenment, personal reflection, and information sharing. A cross-sectional research design technique was considered. Intellectual stimulation was employed as an independent variable contrary to the current study which applied descriptive research design technique.

In order to ascertain how intellectual stimulation affected the performance of middle-level healthcare, Komakech, Obici, & Mwesigwe (2021) conducted research in the Lira area, Uganda. A cross-sectional survey methodology was used, and respondents were chosen using both quantitative and qualitative approaches. STATA 15 was used in analysing gathered information gotten from the field. The results indicated that individualised attention had considerable influence on firm performance. On the other hand, little impact was noticed with the application of intellectual stimulation dimension on the influence of performance. STATA 15 was used for analysing the findings while the current study applies SPSS version 23.

Arthur & Priscilla (2022) looked into how intellectual stimulation affected Kenya Airways' performance. The approach of descriptive research design was applied. The respondents were chosen using the proportional random sampling method. Analysis of information was conducted using multiple regressions. High rate of performance at employee level as well as organisational level is achieved by encouraging employee creativity, critical thinking and

usage of new approaches to tackling job duties and organisational projects. The study applied proportional random sampling while the current study used stratified random sampling.

In Kenya, a study conducted by Nyakomitta (2018) examined the influence of intellectual stimulation and its effectiveness on performance of Commercial Banks. Employed for research was a hybrid methodology, which involved the random selection of 284 participants from a population of 24,244. The study utilized descriptive and inferential statistics of multiple linear regressions to estimate influence of intellectual enlightenment on performance of Kenya Commercial Banks. An SPSS version 23 was applied to aid analysis of results. Intellectual engagement significantly effected performance of Commercial Banks in Kenya. The study utilised hybrid research technique while method of research used descriptive research design.

Angela, George, & Kefah (2017) studied Kenya Commercial Banks' performance in relation to intellectual stimulation and found a positive effect on employees' loyalty to their companies among Kenya's commercial banks. Positive research technique and a descriptive correlational study design were used in this investigation. Out of a possible 240 top managers at Kenya's 40 commercial banks, 150 were picked using a stratified random selection method. The findings indicated that intellectual stimulation had a positive significant contribution to firm performance .Positive research technique is a contrary approach to the current study.

The effects of intellectual stimulation on worker productivity were studied by John and Christopher (2015). Primary data were acquired from 137 bank workers across 12 branches in the Rift Valley of Kenya's Post Bank and National Bank. A structured questionnaire was used for gathering information, and both descriptive and inferential statistics were used to

examine the results. Fast standard error tests showed that the individual regression coefficients had a substantial impact on the efficiency with which the organization performed. Regression tests were used in this study contrary to the former study which applied fast standard error tests.

### **2.2.3 Inspirational Motivation on organisational Performance**

A study to find out how inspirational motivation influenced performance in the beverage industry was conducted in Pakistan by Zameer, Alireza, Nisar, and Amir (2014). A structured questionnaire was an instrument utilized for gathering data from five prominent cities in Pakistan. The findings indicate that motivation influenced performance of employees within the Pakistani beverage industry. The independent variable under consideration in the study was inspirational motivation. The present investigation examined the independent variable of transformational leadership.

Khalifa & Noermijati (2014) conducted a study in Indonesia whose objective was to investigate the effects of inspirational motivation, job satisfaction, and employee performance. The data was gathered through the utilization of a questionnaire that employed a Likert scale. Through Partial Least Square (PLS) method, collected data was subsequently subjected to analysis and results indicated a positive influence of inspiration on performance. Results showed that using a transformational leadership style significantly and favorably affected employee engagement and contentment on the work. According to the results, employee productivity increases significantly when they are happy in their jobs. Furthermore, the data show that transformative leadership did not significantly affect employee performance through employee motivation. The research results showed that transformational

leadership significantly affected employee performance since it increased their happiness on the work. The results show that work happiness mitigated the link between transformative leadership and performance. Different from the previous study, which used Partial Least Square (PLS) as a statistical approach, the current study uses descriptive and inferential statistical techniques for data analysis.

In Jordan, as study by Smith, Al-madi, Zafar & Shaistachoudhry, (2017) investigated the impact of inspirational motivating front line employees of retail stores in Jordan on the organisational commitment. The study employed convenient sample technique. Data was analysed using Cronbach's alpha reliability. Analytical outcomes showed that employee motivation had a significant impact on organisational performance. Employed in the study was convenient sampling technique and Pearson correction technique for data analysis but the current study used stratified random sampling technique and descriptive and inferential statistics techniques for analysing data.

Raza & Ismail (2019) conducted a study in Malaysia to investigate the impact of Inspirational Motivation on institutional success among manufacturing organizations. The research used a mixed-methods technique, combining questionnaires and in-depth interviews, to gather data from 100 manufacturing firms. A positive relationship between inspirational motivation and organizational performance was realised. Specifically, leaders who were able to inspire and motivate their employees created a positive work environment, leading to increased employee engagement and commitment. Furthermore, organizations with leaders who demonstrated inspirational motivation experienced improved financial performance and competitiveness in the market. A mixed method was used contrary to the current study which applied descriptive method.

In Brazil, a research by Silva & Fonseca (2016) investigated the influence of inspirational motivation on firm performance of SMEs. The study utilized a mixed research design and gathered information via questionnaires from a sample of 200 SMEs. The findings revealed significant positive relationship between inspirational motivation provided by leaders and organizational performance outcomes. Leaders who were able to inspire and motivate their employees created a positive work climate, resulting in increased employee satisfaction, commitment, and development of an organization. Moreover, the study highlighted the role of inspirational motivation in fostering innovation and organizational growth in SMEs. The study took place in a developed country while the current one took place in a developing country.

Bhargava & Joshi (2015) conducted a study in India to explore the influence of inspirational motivation on organizational performance in the manufacturing sector. Employed in conducting the study was a quantitative research design in gathering information through surveys from 300 sampled employees. The findings indicated positive relationship between leaders' inspirational motivation and organizational performance outcomes. Leaders who exhibited inspirational traits created a spirit of determination as well as direction among employees, leading to rise in employee satisfaction, commitment, and performance. The study highlighted the importance of leaders' ability to inspire and motivate employees in achieving organizational goals and improving overall performance. The study took place in an Asian developed country while the current one took place in an African third world country.

Gupta, & Sharma, (2017) conducted a study titled "Inspirational motivation and growth of manufacturing firms in India." The research was conducted in India and employed a survey-based approach. Findings of the analysis revealed significant positive relationship between



inspirational motivation exhibited by leaders and firm performance. The study noted the significance of leaders inspiring as well as motivating their staffs to realize higher levels of success and contribute to the overall growth of the companies. The study took place in an Asian developed country while the current one took place in an African third world country.

Kamal & Rahman (2016) explored the connection between transformational leadership and organizational performance in a developing country context. The study was conducted in Bangladesh using a survey-based approach. The findings indicated that inspirational motivation displayed by leaders positively affected staff involvement, which, in turn, mediated the association between transformational leadership versus firm performance. This study emphasizes the contribution of inspirational motivation in fostering employee engagement, ultimately leading to improved organizational performance. The study took place in an Asian developed country while the current one took place in an African third world country.

Hossain & Islam, (2021) investigated the connection between inspirational motivation and firm growth in the context of Bangladeshi ready-made garment (RMG) factories. Utilized for research was mixed-method approach with combination of survey and interviews. The findings revealed a positive relationship between inspirational motivation exhibited by leaders and firm performance. This study highlights the influence of inspirational motivation in enhancing performance in the RMG sector, which is a significant industry in Bangladesh. The study took place in an Asian developed country while the current one took place in an African third world country.

Adetunji, Oladele, & Ayeni (2018) conducted a research in Nigeria by analysing the link between inspirational motivation and firm development. The study gathered data via surveys from a sample of 250 staff in different organizations. Demonstrated in the results was a

affirmative association among leaders' inspirational motivation and firm growth indicators. Leaders who exhibited inspirational motivation enhanced employee commitment, job satisfaction, and performance, leading to improved overall organizational performance. The research emphasized the significance of inspirational motivation in driving employee motivation and engagement, ultimately contributing to organizational success. Surveys study was conducted contrary to the current study.

Muogbo (2013) carried a research whose aim was to explore the influence of inspirational motivation on organisational performance of selected manufacturing firms in Anambra state, Nigeria. Contacted in the research were 103 respondents who were selected from manufacturing firms across the three senatorial zones of Anambra, out of a target population of 120 workers. Descriptive statistics, including frequencies, mean, and percentages, were utilized for data analysis. The hypotheses guiding the study were tested using Spearman Rank Correlation Coefficient. Employee motivation predicted firm performance, it was revealed through analysis. Furthermore, it was revealed that the provision of extrinsic motivation to workers significantly influenced their performance. In context of these results, the research suggests that all businesses use a variety of extrinsic rewards in order to boost productivity. A total of 120 employees were included in the analysis, although only 103 were included in the sample. Additionally, Spearman rank correlation was employed as the statistical technique for testing the study's hypotheses. These aspects differ from the target population, sample size, and data analysis technique employed in the present research.

The influence of inspiring motivation on the academic performance in a few Kenyan institutions was examined by Janet, James, & Godfrey (2021). The philosophy of transformative leadership served as the study's foundation. Explanatory and descriptive research strategies were employed. It was revealed that inspiring motivation predicted

organisational performance in Kenyan academic institutions. Transformative leadership was considered as the philosophy while the current study applied pragmatic philosophy.

In Lira District Local Government, Komakech, Obici & Mwesigwe (2021) intended to ascertain the effectiveness of inspirational motivation of middle-level public health workers (PHWs) on their performance. A cross-sectional research design was applied and both quantitative and qualitative techniques were used as well. Health care facilities, managers, and middle-level PHWs were chosen using both stratified and straightforward random selection techniques. The chosen 164 respondents filled the questionnaire. The results showed that middle-level PHW performance was significantly impacted by inspiring motivation. The study suggested that its findings could be helpful to public sector managers who want to improve PHW effectiveness while working with constrained funds. The study employed a cross-sectional survey research design contrary to the current study.

A study conducted in Kenya by Benta, Namada, & Linge (2018), the aimed to investigate the impact of inspirational motivation firm performance within regulatory state corporations. The research design employed in the study was descriptive in nature. Out of a possible 195 participants, 130 were drawn at random using a proportional stratified sampling technique. The study's findings indicate a significant and positive association between inspirational motivation and the performance of employees. Moreover, the results revealed that inspirational motivation was a significant predictor of employee performance. The study's results suggest that leaders in regulatory corporations should exhibit a strong dedication to the organization's vision and effectively communicate positive objectives for the future. As a recommendation, the study proposes that such actions can be beneficial for the organization. It was recommended that leaders should motivate their employees by means of their verbal

and nonverbal communication, thereby cultivating a sense of inspiration and propelling them towards success. Benta *et al.*, (2018) study used random sampling while the current study used stratified random sampling.

Angela *et al.* (2017) found that inspiring motivation significantly increases employees' dedication to their organizations within Kenya's commercial banks. Descriptive correlational research based on positivist principles was used. Using a stratified random sampling selection method on 40 Kenya's commercial banks, 150 participants were selected from a pool of 240 senior managers. 93% respondents filled the questionnaire. Multiple linear regressions were utilized to draw inferences from the data and findings showed that inspirational motivation was a significant predictor of firm performance. Findings led to the rejection of the null hypothesis. The same method of research design was used in this study as is the case with the current one. Positivism philosophy was considered in the study while the current one considered pragmatic philosophy.

Ogolla's (2020) research investigated the role that strategic agility played as a mediator between inspiring motivation and the performance of state-owned companies. Transformational leadership theory, dynamic capabilities theory, stakeholder theory, and game theory were all combined for usage into the research. Transformative leadership was measured using a modified version of Bass and Avolio;s (1997) Multifactor Leadership Questionnaire (MLQ-5x), and the organization's performance was evaluated using the Balanced Score Card (BSC). Pragmatist research philosophy, descriptive design and cross-sectional mixed-method survey methodology were employed in the study. A total of 215 participants, including 55 managers, provided responses to both structured and semi-structured questionnaires from state-level businesses. SPSS and the Structural Equation

Model (SEM) were used to conduct analysis of the data. Regressions between transformational leadership, flexibility, and the efficiency of state-run businesses were analyzed using both descriptive and inferential statistics. Positive and substantial effects of inspiring motivation on organizational performance were found, with an R<sup>2</sup> value of 0.845. Transformational leadership theory was used in this study as well in the current study. Other theories used were un-applicable in the current study.

Nyakawa (2021) hoped to measure how much of an effect inspirational motivation has on the efficiency of Kenyan government agencies. The descriptive research approach used a combination of structured and semi-structured questionnaires with a 5-point likert scale for collecting data. In the study, a target population of 5,140 people was reached from which 165 respondents were chosen at random to participate in the study's sample. The conventional least squares method of regression was used. Findings indicate a strong link between inspirational motivation and business success. This study utilised stratified random sampling, which is different from the simple random sample used above.

The influence of inspirational motivation on the performance of nongovernmental organizations (NGOs) in the health sector in Nairobi, Kenya was studied by Mugambi and Obere (2021). Forty-one participants were involved, and twenty health-related NGOs were reached in the study's representative sample. Structured questionnaires were used to collect data, which was then analysed quantitatively using SPSS. Among nongovernmental organizations (NGOs) working in the health sector, the results showed a robust positive and significant association between inspiring motivation and organizational performance. According to the findings, boosting inspiring motivation among non-governmental organizations working in the health sector in Nairobi County, Kenya, thus improving their

output. Demonstrated in the final analysis was that for every unit increase in inspiring motivation, non-governmental organizations (NGOs) working in the health sector had a 0.672 (67.2%) improvement in performance.

The influence of inspiring enthusiasm on performance of Kenya's National Government Administration was established by Shadrack et al., (2022). The agency, communication, decision, and transformational leadership theories served as the study's foundation. A sample size of 187 deputy county commissioners was selected from a target population of 338. Mixed research design methodology was employed in the study. The National Government Administration's organizational performance was shown to be strongly and significantly correlated with inspiring motivation. Agency and communication decision theories are contrary to the current study.

Khan & Haq (2017) study in Bangladesh's SMEs examined the relationship between inspirational motivation and organizational performance. Data was collected through surveys from 150 SMEs. The analytical output indicated significant positive relationship between leaders' inspirational motivation and various indicators of organizational performance. Particularly, leaders who were able to motivate their employees were more likely to have highly committed and satisfied employees. Additionally, the study indicated that organizations whose leaders demonstrated inspirational motivation exhibited better financial performance, highlighting the importance of leadership in driving organizational success. The research utilised survey design methodology while the current used descriptive research design.

#### **2.2.4 Idealised Influence on Organisational Performance**

Chacha (2020) conducted a quantitative study in the financial sector of Dar-es-Salaam to investigate impact of idealized influence on firm performance. The research found a significant positive relationship between idealized influence and firm performance, suggesting that leaders who exhibit such attributes can enhance employee productivity. Leaders who became role models and commit to achieving organisational vision hence improving firm performance, the author of the study recommended. Leaders with these qualities prioritize the collective good, consider ethical implications, and can create a positive ripple effect within the organization, ultimately contributing to higher organizational performance.

In Kenya, Langat et al., (2019) study sought to ascertain how individualized effect on employee work performance was tempered by value congruence. The study used correlational research designs and a positivist research philosophy. With a sample size of 245 responses, the target demographic of 676 lower-level managers from 52 insurance firms was used. The use of stratified random sampling with a questionnaire to gather data was used. A variance analysis was done to test the theory. The results demonstrated that idealized influence had a substantial positive and significant effect in predicting worker performance. The study applied positivist philosophy while the current used pragmatic research philosophy.

To determine the impact of idealized influence on organizational performance in Commercial Banks in Kenya, Angela et al. (2017) conducted a research. Both positivism philosophy and

descriptive correlational approaches were used. Out of the 240 senior managers who were the target audience, a sample of 150 responders was obtained. Inferential statistics was conducted and the findings demonstrated that organizational commitment was highly influenced by individualized attention. Organizational commitment and the moderating factor, organizational culture, have a strong relationship. The study took into account the descriptive research design approach which was in the current study. The study used idealized influence as an independent variable whereas in the current study it was employed as one of the independent variables. Positivism philosophy was applied in the research while the current research used pragmatic philosophy.

In Kenya, Njiinu (2018) study determined the impact of idealized influence and inspirational motivation on job satisfaction among commercial bank employees. Descriptive correlation was chosen as the research design, and positivism was utilized as the research philosophy. The target population consisted of 10,310 individuals, and a stratified random sample of 424 employees was obtained. A structured questionnaire was used to capture data, resulting in an 82% response rate. Descriptive and inferential statistics; chi-square, Pearson's correlation, analysis of variance, and multiple regression correlation were used to analyse the acquired data. Found out of analysis was a statistically significant and favorable link between having an ideally influential person in one's life and experiencing higher levels of work stability, inspiration, and contentment. Both idealized influence and inspired motivation were found to have substantial effects on work satisfaction in a multivariate linear regression study. The association between idealized influence, inspiring motivation, and job happiness was also shown to be moderated by employment stability. While that investigation followed a positivist research theory, this one takes a more pragmatic approach.



The effect of the Chief Executive Officer's (CEO) idealised influence on performance of senior managers in non-public sector was investigated by (Nyokabi & Njenga 2017) in a study done in Kenya. Descriptive correlation was used as the method of analysis, while positivism was the guiding theoretical framework. The research used a pre-designed questionnaire to compile information from a sample of people selected at random. Descriptive statistics as well as inferential statistics like Pearson regression, ANOVA as well as multiple regressions were used in analysing data. Researchers found that top executives' perceptions of their CEO's impact were highly predictive of their own performance. The results also showed that the CEO's inspiring drive has a sizeable impact on the output of C-suite executives. The study also indicated that senior management performance was substantially influenced by goal orientation, which moderated the link between the CEO's idealized impact and inspiring motivation. While that investigation followed a positivist research theory, this one takes a more pragmatic approach.

The effects of idealized leadership style on worker productivity in Kenyan SMEs were studied by Ogola *et al.* (2017). Using correlational research design, researchers in Kenya found that companies with leaders that exhibited "idealized impact leadership behavior" had more productive workers. The research found a positive and substantial relationship between the idealized effect of the leader's conduct and staff performance in SMEs in Kenya ( $\beta = .0829$ ,  $t(194) = 20.503$ ,  $p < .000$ ) and a strong positive and significant correlation ( $r(194) = .289$ ,  $p < .000$ ). According to the research, a leader may motivate their team to perform well by inspiring confidence in them, insisting that they act ethically, setting an example for them to follow, and allowing them to experiment with risk.

The effect of idealised influence on performance in Kenyan state-owned firms was studied by Ngaithe *et al.* (2016). The authors used a positivist worldview and a descriptive research strategy. The selected top members of the top management team filled out detailed questionnaires, and their responses were collected using a stratified random sample method. The research applied a number of statistical methods; factor analysis, correlation analysis and multiple linear regression models. The analytical outcome revealed that idealized influence significantly and positively correlated with firm performance. Employee output improved when leaders set an example. Idealized Influence was the independent variable. In this investigation, transformative leadership served as the independent variable.

Workers at Kenyan SOEs were studied by Leonard and Michael (2016), who looked at how idealized influence and inspiring motivation affected their productivity. The study used a positivist theoretical framework and a descriptive methodological approach. 163 senior managers were chosen at random from a pool of 275 using a stratified random selection approach. Information was gathered from a sample of the top management team via questionnaires. The collected data was subjected to factor analysis. The relationship between organisational performance and transformational leadership was determined by correlation analysis. To examine the hypotheses, the ordinary least squares model and corresponding tests were utilized. The results of the study demonstrated a positive and statistically significant correlation between idealized influence and firm performance. Idealised influence significantly and positively enhanced performance of the organisation. The study utilized positivism research philosophy while the current one employed pragmatic research philosophy.

### **2.2.5 Innovation on Organisational Performance**

Megat, Hadijah, & Noraini, (2015) conducted research in Malaysia with the intention of exploring the connection between creative problem-solving and the success of businesses in the building industry. Strategic sampling was used to collect data from 375 people out of a total population of 13,934. Data was analysed using SPSS version 16.00. The influence between the research variables was analyzed using multiple regressions method. Findings showed that innovation considerably boosted business success. There were 375 participants in the research. In this analysis, 289 participants were included. The study took place in an Asian developed country while the current one took place in an African third world country.

Masood, Sadia, Muhammad, & Saman, (2013) conducted research into the impact of several forms of innovation on business success in Pakistan. A total of 150 people were polled using questionnaires to gather this information. The data was analyzed using SPS S's factor, reliability, correlation, and regression tools. Product, process, marketing, and organizational innovations were all found to positively impact business outcomes. The current study used a structured questionnaire rather than a survey questionnaire to acquire its data. The study took place in an Arabian developed country while the current one took place in an African third world country.

Sebahattin, Faruk, & Ilknur (2017) studied the impact of leadership and innovativeness on company success in Turkey. Questionnaires collected data from 576 persons working in the service and industrial sectors in Istanbul for the study, which used an explanatory research approach. The findings showed that innovativeness and two leadership philosophies—transformational and transactional—had a favorable impact on corporate success. The present study was anchored on descriptive research strategy involving a sample size of 289

respondents which is contrary to the previous study. The study took place in a developed country while the current one took place in a developing country.

To what extent transformative leadership and its constituents influence organizational innovation, Mokhber, Khairuzzaman, & Wakilbashi (2015) conducted research in Iran. A total of 219 managers from 63 of the top 100 Iranian enterprises filled out the survey. The study found that transformational leadership was associated with an increase in organizational creativity. Three out of the five tenets of transformational leadership had favorable correlation with organizational innovation. This research was conducted in an Arabian country contrary to the present study.

In research conducted in Turkey, Ahu (2015) investigated how different forms of innovation affected business performance. There were 197 manufacturing companies in the sample. There were factor and multiple regression analyses. The findings showed that organizational innovation, process innovation, and product innovation all had favorable effects on financial performance. The outcomes also showed that marketing innovation has favorable effects on the efficiency of internal corporate operations, customer performance, and financial performance. Additionally, it was shown that marketing innovation had a detrimental effect on learners' ability to learn and grow. The study took place in a developed country while the current one took place in a developing country.

Ghulam, Samina, Komal & Tahira (2014) explored the relationship between innovation and performance of SMEs. After sending out 500 questionnaires to gather information, 70% (or 348 totals) were returned, making them usable for analysis. Researchers concluded that innovation statistically and significantly influenced performance of SMEs. The performance

of SMEs was highly correlated with one another. The study had a larger sample size of 500 respondents than the current study which had a sample size of 289 respondents.

Mohammad & Alosani (2019) conducted research in Dubai that looked at how innovation and strategic planning influence business outcomes. One hundred fifty people were chosen at random to fill out a questionnaire for the study. Both SPSS and regression analyses were used to determine the outcome of the findings. The outcomes showed that innovative strategies and long-term planning improved business output. The current study used a structured questionnaire rather than a survey questionnaire to acquire its data.

Kowo, Akinbola, & Akinrinola (2021) set out to research how process innovation affects business outcomes. To gather information, 114 questionnaires were sent out to workers at key telecom companies in Lagos State, Nigeria. The idea was tested using a survey study methodology and Cronbach's Alpha. The study hypothesis was evaluated using SPSS. The research concluded that using novel processes significantly improved business output. According to the findings, setting concrete goals for a process innovation project might assist stakeholders imagine how it would improve performance in the long run.

Tamunomiebi & Okorie (2019) examined the association between product innovation and organisational performance of insurance companies in Port Harcourt Nigeria. Adopted for the study was a survey research design of 55 insurance companies registered with National Insurance Commission of Nigeria. Primary information from the respondents was collected using self-administered questionnaires. The Spearman Rank Order Correlation Coefficient helped to carry statistical analysis and hypothesis testing SPSS. A strong positive and statistically significant association between innovation and performance of insurance

companies was noted after analysis. The research recommended crafting strong policies on product innovation for enabling service delivery and improving organisational performance.

Adeyeyetolulope (2014) investigated the impact of technological innovation organisational performance. Survey research design was employed and primary data was collected using the questionnaire as the research instrument. 137 respondents were reached to answer the questionnaire. Four hypotheses for the study were tested using correlations, regression analysis, Pearson Correlations and analysis of variance (ANOVA). The findings revealed that technological innovation influenced performance and recommendations made that an organisation must be innovative technologically for it to be competitive in the market. Also recommended was that companies should train their employees for better efficiency and effectiveness.

Leonard & Michael (2016) investigated how idealized influence and inspiring motivational messages affected employees' performance in Kenyan state-owned businesses. The descriptive research design and positivism philosophy were employed. A sample of 163 respondents was arrived at from a target population of 275 using stratified random sampling approach. Data was gathered from the chosen top members of the top management team utilizing standardized questionnaires. While correlational analysis was used to determine the strength of the relationship transformational leadership and organisational performance, the author employed factor analysis to reduce the volume of data into the acceptable ones that were retained. Hypotheses were evaluated using the ordinary least squares. The study discovered a positive, statistically significant correlation between idealized influence and firm performance. The study applied positivism philosophy while the current one applied pragmatic philosophy.

An investigation of the impact of innovation on organizational performance of manufacturing enterprises in Kwale County, Kenya, was the focus of Kiptoo & Koech's (2019) study. The survey design used was descriptive. Utilizing structured questionnaires, data was gathered. The mean and standard deviation were described using descriptive statistics. Inferential statistics, correlation and multiple regressions were utilised. The findings demonstrated that performance of manufacturing enterprises was positively and significantly affected by innovation. The research used a descriptive survey methodology, which was not how the current study was set up.

Benadate & Kisinga (2019) assessed the effect of innovation of competitive advantage of logistics firms in Kenya. Descriptive research design and probability sampling was employed. A sample of 82 respondents from selected firms was reached. The methodology employed in the study involved the use of structured questionnaires gathering information, which was subsequently subjected to analysis using descriptive and inferential statistics. Employed for carrying out the study was multiple regression analysis and findings indicated that organisational innovation had a statistically significant impact on the competitive advantage of the firms. The competitive advantage of logistics firms was found to be positively and significantly impacted by process innovation, service innovation, and product innovation. The study applied probability sampling which is not case of the present study.

Osintsev & Khalilian (2023) conducted a research to determine the impact of innovation and strategic planning on organisational performance. The respondents to the study's questionnaire were managers of the middle level in the administration structure and the employee of both public and private hospitals. Utilised for examination of the findings was

structural equation modeling with Smart PLS3 software. Results indicated that innovation had statistically significant and positive effect on the performance of public and private hospitals. Smart PLS3 software was applied for examination and the current study applied SPSS version 23.

Abdul, Shafique, Raja, Muhammad & Altaf (2017) sought to examine the relationship between innovations with organisational performance of telecommunication sector. The survey research method was employed through which 200 employees responded to the questionnaire items. SPSS software version 20 helped through data analysis. The findings revealed that innovation had statistically positive and significant effect on firm performance. A survey research design was used in the research while the current study applied descriptive research design.

Kiveu's (2017) study had an objective of examining the impact of innovation on firm performance. The study drew upon several theoretical frameworks including; Schumpeter's theory of entrepreneurship and innovation, the theory of the innovative firm, the resource-based theory, and the dynamic capabilities theory. Sample size of 284 respondents was reached, and the research used both descriptive and explanatory methods. A structured questionnaire was used to obtain information from the sampled respondents. Data was analysed by use of both inferential and descriptive statistics. The impact of innovation on a company's ability to compete was studied using a multiple linear regression model. Research findings showed that product, process, marketing, and organizational innovations all contributed to a company's ability to stay ahead of the competition. The research also found that the connection between innovation and competitiveness was significantly moderated by



business size. It's important to note that the study used both descriptive and explanatory research methods, whereas the present investigation relied primarily on descriptive methods.

### **2.2.6 Organisational Performance**

Research conducted in China by Jiang, Zhao, & Ni (2017) sought to find the degree through which transformational leadership affected the long-term organisational performance, with organizational citizenship behavior serving as a mediating factor. Structural equation model was used in analysing the study's findings. The study's results showed that transformational leadership had a significant impact on the sustained performance of organisations. The results also demonstrated that organizational citizenship behavior mediated half of the favorable impact. The authors advised project managers to use those findings as a reminder to focus on transformational leadership, foster organizational citizenship behavior, and eventually boost workers' sustainable performance, hence overall organisational performance is achieved. This study was conducted in a developed nation, the current one was done in a developing nation.

In the United States, Florida State, a study by Karaca (2010) investigated the link between transformative leadership traits and the perception of leadership's efficacy in public institutions, namely FEMA. The purpose of the study was to establish the construct validity of the measuring model for perceived leadership effectiveness through an examination of this connection using structural equation modeling and confirmatory factor analysis. It was shown that transformative leadership activities such idealized influence, intellectual stimulation, and inspirational drive were significantly correlated with leaders' perceptions of their own effectiveness. There was a significant correlation between each characteristic of

transformative leadership and employees' assessments of that leader's success, with intellectual stimulation having the greatest impact. It's worth noting that while this study was conducted in an underdeveloped country, Karaca's (2010) was done in a developed country (Florida, USA).

Research conducted in Thailand by Rattanaborworn & Ussahawanitchakit (2015) examined the connection between transformative leadership and firm performance. The impact of organizational history was investigated as a moderator. The hypothesized connections between the constructs were tested using Ordinary Least Squares (OLS) regression analysis. The findings showed that there was a remarkable link between transformative leadership and its outcomes on firm performance. The findings also demonstrated the beneficial influence of organizational creativity and efficiency on organisational performance. Environmental pressure was also found to have a beneficial effect on transformative leadership. Least Squares Regression Analysis was utilized in that study, while descriptive and inferential statistics were employed here.

Orabi (2016) conducted a study in Jordan to investigate the impact of idealized influence, inspiring motivation, intellectual motivation, and idealized consideration on organizational performance across three distinct banking activities. The information obtained through the administration of a questionnaire was subjected to analysis through the utilization of multiple regression techniques. The research discovered that idealised influence did not have a statistically significant effect on organizational performance. However, transformational leadership, along with its three constituents, namely inspirational motivation, intellectual stimulation, and individualized consideration, were responsible for 81.6% of the variation observed. The present study was conducted in Kenya, located in the African continent,

whereas the preceding investigation was carried out in a country where Arabic is the primary language.

Niveen, Tighrid, & Reteb, (2020) conducted study to find out the impact of transformational leadership on organizational performance at the University of Jordan. A total of 280 surveys were distributed to the administrative employees of the institution. Information was entered into SPSS for analysis using a descriptive method. Multiple regressions were used to see if the independent variable influenced performance. According to the findings, transformational leadership significantly affects an organization's success. Organizational effectiveness was greatly boosted by the two factors of idealized influence and intellectual stimulation. Neither personalised care nor inspired motivation had a statistically noticeable and beneficial effect on the organization's performance.

Al-Abrow, (2014) conducted research in the public health sector of the United Arab Emirates (UAE) to establish the influence of a transformational leadership on performance in relation to organizational learning and intellectual capital. A total of 189 workers from 10 hospitals in the UAE filled out a questionnaire to provide this information. Gathered information was subjected into analysis by use of structured equation modeling whereas the outcome demonstrated that TL significantly improved firm effectiveness. Both organizational learning and intellectual capital acted as mediators between TL and organizational performance. Organizational learning, intellectual capital, and performance were also found to have a favorable correlation in the research variables. Only a structured questionnaire was utilized to obtain data from 189 participants in the study, whereas 289 people participated in the current investigation.

A study in Cameroon was conducted by Matiedem & Njengoue (2019) whose purpose was to predict organisational performance according to the leadership style of primary, secondary and technical head teachers. Pragmatic questionnaires were sent to 345 respondents. The results of analysis demonstrated that there was significant positive relationship between transformational leadership and organisational performance. The study recommended that school leaders should use different dimensions of transformational leadership to enhance organisational performance. The study used pragmatic questionnaires while the current study used structured questionnaires.

In Libya, researchers Abu, Abu, & Indra (2013) looked at how different traits of transformative leadership influenced performance in the government sector. The factors of idealistic influence, inspiring drive, individualized consideration, and intellectual stimulation were weighed. The approach of gathering information at a particular period (cross-sectional research approach) was applied. The aspects of transformative leadership and their association with employee motivation were investigated using a multiple regression model. It was shown that motivation is highly linked to intellectual stimulation, inspirational motivation and individualised consideration. Idealized managerial influence was shown to have little effect on worker motivation. A cross-sectional approach was used for this investigation. The current investigation was a descriptive study.

Ukachi, Chika, & Ifeanyi's (2021) study's overarching goal was to look at how some Anambra state, Nigeria, public sector organizations may improve their performance by taking a more transformational approach. Using the formula developed by Krejcie and Morgan (1970), a sample size of 3,436 people was compiled for the survey investigation. Due to variances in staff count, we utilized Bowley's population allocation method (1964) to

determine how many questionnaires to give to each sampled organization. Questionnaires were used to compile the data. The degree of relationship between the variables of interest was determined by using Pearson Product Moment Correlation. The results showed a robust positive and significant relationship between transformative leadership and organisational performance in the sampled public sector organisations.

Conducted by Conrad, Simon, Ibrahim, & Jumuai, (2013) in Uganda was a study to determine if there was a connection between transformative leadership and the success of certain businesses. The 110 participants (including operational and administrative personnel) in the survey were organized in a co-relational design. Demonstrated by the results was that transformative leadership had significant impact on sales results. The study urged manufacturers to implement a formal sales process that everyone in the organization follows, train employees to properly manage inventory to prevent fraud and production delays, disseminate the policies and procedures of the selected manufacturers, and emphasize and practice the policies and procedures of physical segregation and proper accounting control of merchandise on hand that is not the property of the entity. In contrast to the current study, which employed a descriptive research methodology, the prior one used a co-relational survey approach.

The purpose of Hilton, (2021) research in Ghana was to analyze how transformational leadership influences business outcomes. A cross-sectional research survey design and a quantitative research methodology were applied. Information was gathered from a randomly sampled of 300 participants. After analysis, the findings showed that the chosen banks' supervisors and managers mostly use individualized attention as a transformative feature.

Through the medium of work contentment, the four factors positively impacted organizational effectiveness.

A study in Zimbabwe by Mathende & Karim (2022) examined the transformational role of work performance among beverage's manufacturing companies which were working during the COVID 19 pandemic. The study was quantitative in nature comprising a sample of 369 employees reached through probability random sampling technique. A self-administered survey questionnaire was administered and analysed using simple and multiple regressions. The resulted showed that each transformational dimension predicted work performance, though not to the same extent. Inspirational motivation was statistically more significant than the other dimensions ( $M = 17.12$ ,  $SD = 2.47$ ). It was followed by idealised influence, intellectual stimulation and least rated was individualised consideration.

Abubakar & Ahmed (2017) carried a study in Nigeria to investigate the influence of transformational leadership style on university performance. The research utilised a census survey approach in gathering information. Partial Least Squares (PLS) algorithm and bootstrap methodologies were applied in evaluating the hypothesis. Results of inferential and descriptive analysis revealed that the implementation of this leadership approach yielded favorable outcomes in terms of university performance. The study suggests that universities' management should embrace the principles and assumptions of transformational leadership theory to enhance their overall performance. The research utilized a census survey as the primary means of data collection, and employed the Partial Least Squares (PLS) algorithm and bootstrap techniques for data analysis. The present investigation employed a structured questionnaire as the primary instrument for data collection.

Murage (2022) assessed the performance of public universities in Kenya through the application of the four transformational leadership traits (II, IS, IC and IM). Theories applied in the study were; goal setting theory, transformational leadership theory, social exchange theory and leader member exchange theory. Adopted was a quantitative research design. Findings revealed that II and IS aspects had no influence on performance of public universities in Kenya while IC and IM aspects proved the opposite. Recommendations made were; development of managerial policies and practices on transformational leadership that could enhance performance. Employees' curiosity about work and enhancing their performance through IS was in order. Three theories applied in the study are contrary to the current study except one (transformational leadership theory).

Daud, Ouma & Ongera (2022) conducted a study to investigate the efficiency of transformational leadership on performance county government performance in Mandera, Kenya. The main goal was to examine the four transformational dimensions on county performance. The target population comprised elected and appointed members of the county assembly of Mandera county, county public service board members and the executive members in the office of the governor. Version 24 of SPSS was used in computing descriptive and inferential statistics. Respondents were selected randomly using stratified simple method. Information was gathered by means of the structured questionnaires. The findings revealed that IC, IM and II did not have a statistically significant influence on the performance of the county government of Mandera ( $p \geq 0.05$ ). Still, results indicated that IS had a statistically significant link with performance in the county government of Mandera. Multiple linear regression outcome indicated that three of the four transformational dimensions (IC, IM and IS) excluding II were statistically associated with the performance of the county government of Mandera. It was concluded that leadership plays a central role in

the success and failure of the organisation and transformational leadership becomes the answer for solving contemporary management and leadership challenges in the devolved units in Kenya.

Shadrack (2022) carried a study on National Government Administration in Kenya on the performance as impacted transformational leadership style. This research was based on established theories of agency, communication, decision-making, and transformational leadership. The study utilised a mixed research design with a selected a sample of 187 individuals from a target population of 338 Deputy County Commissioners. The research revealed that there was a significant impact of transformational leadership on the performance of the National Government Administration. Suggested was the adoption of transformative leading style by top-level management as a viable approach to enhancing organizational performance. The dimensions of transformational leadership were found to account for a significant proportion (69.1%) of the variance in performance within the National Government Administration. The present investigation utilized a descriptive research design, in contrast to the methodology employed in the aforementioned study.

Modester (2020) aimed to establish the effect of TL on organisational performance in the selected ministries; of sports, youth and culture, gender and family promotion. 118 employees of the selected ministries were reached through the adoption of descriptive research technique. Both systematic and stratified random sampling techniques were to reach a study sample of 70 employees. Collected primary data through questionnaire was analysed by means of descriptive and inferential methods by help of SPSS version 26. Transformational components (individualised consideration, idealised influence, intellectual stimulation and inspirational motivation) were found to positive and significantly associated



with organisational performance. The study recommended that leadership of the selected ministries should use incentives to increase the motivation of employees.

Nyakundi, Nyoni, Dandira, Chafama, Kandjinga & Jeremiah (2021) explored whether the adoption of transformational leadership leads to higher employee performance in the banking sector. Adopted philosophy was positivism and explanatory design. A survey aided in information gathering. Results demonstrated that transformational leadership enhanced employee motivation, loyalty, commitment and productivity. Elements of transformational leadership led to improved performance of workers. It was recommended that leaders in the banking sector should adopt transformational leadership elements to perfect employee performance. Positivism philosophy was applied contrary to the current study.

Mutua (2012) applying the pragmatic philosophy in the study sought to establish the relationship between TL and organisational performance for three selected Saccos in Kenya. Information was gathered from 242 respondents who were selected using probability and non-probability sampling techniques. Both quantitative and qualitative data was gathered and analysed through descriptive and inferential statistics and through triangulation method. The research recommended that managers and leaders of Saccos should adopt, strictly and officially the use of transformational principles and make them part and parcel of their respective organisational policies.

The benefits of transformational leadership including idealised influence, inspiring motivation, intellectual drive, and individual consideration—on the performance of Equity Bank in Kenya were the focus of a research done by (Victorine, 2017). The function of employee dedication as a mediator between these factors was also investigated. With a

response rate of 70%, the sample size was 159 people from Equity Bank's headquarters in Upper Hill, Nairobi. Data analysis used a combination of stratified random sampling and regression testing. According to the research, the performance of Equity Bank in Kenya was most affected by personalised attention, followed by idealized influence. Motivation based on inspiration was somewhat influential, but intellectual motivation was not at all influential. Leaders at Equity Bank were viewed as coaches and advisers by the study's authors, who stressed the value of providing each employee with one-on-one guidance and feedback.

Organizational success was also shown to be substantially predicted by transformational leadership, with this factor accounting for 56% of the variance in performance. At Equity Bank, we discovered that commitment from workers mediated the connection between transformative leadership and organisational performance. The study concluded that giving workers the resources they need to do their jobs well is crucial to the success of any business. Notably different from the current research is that no moderating variable was included in this one.

The effects of transformative leadership on staff productivity were investigated in a study by Chebon, Aruasa, & Chirchir (2019). The study method used was purely descriptive. There was a total of 3,739 personnel targeted, including 18 upper-level managers, 110 middle-level managers, and 361 operational staff members. A total of 461 participants were selected using stratified random selection, with 17 coming from the executive level, 86 from the middle level, and 360 from the operational level. The study found that showing employees they are valued through activities like educating, mentoring, and recognizing them increased their output. Moreover, the results demonstrated that managers played a crucial role in supporting high productivity by encouraging employees to question established concepts and

encouraging creativity and innovation. From 461 participants information was sought for research while the current study got information from 289 respondents..

The impact of transformative leadership on firm performance was investigated in the year 2019 research by Stanley, Wilson, and Linus at Moi Teaching and Referral Hospital (MTRH) in Eldoret, Kenya. Descriptive research methods were used for this study. There were a total of 3,739 people in the target demographic at MTRH; 18 were in executive leadership, 110 were in middle management, and 3,611 were in operational roles. There were 463 participants in the study: 17 upper-level managers, 86 middle-level managers, and 360 operational personnel. Employee productivity was found to be significantly affected by inspiring motivation. Leaders at MTRH inspired staff by encouraging new ideas and clear communication across departments. They laid up an inspiring plan for the future and were really excited about the work ahead. The research also found that idealized influence improved workers' productivity. Managers at MTRH were held in high esteem because they fostered an atmosphere that valued employees' input. Workers were proud to work under their managers, and their expectations for performance were realistic. Leaders at MTRH generated high productivity by inspiring people to think beyond the box, according to the study's findings. Based on the findings of the study, it is advised that leaders keep motivating their teams to improve performance and contribute to the organization's overall success. It's worth noting that the study took a philosophical stance different from the one taken in the present investigation (positivism).

Researchers Jerobon, Kimutai, & Kibet (2016) looked at how transformational leadership affected productivity in Kenya's Nandi County Government. Descriptive research methodology was used for this study of the Nandi County Government's six sub-counties.

Researchers used a probability method called random stratified sampling to pick study subjects. Purposeful sampling was used to pick county administrators and department heads, while simple random sampling was used to select the rest of the county's permanent workforce. Descriptive statistics like frequencies and percentages as well as inferential statistics like linear correlation, were used to examine the data. According to the results, transformative leadership boosts productivity in the workplace. The findings revealed that giving each worker special attention through initiatives like training and mentorship increased output. The present study used a stratified random sampling method contrary to comparative study.

Ogolla (2020) investigated the function of strategic agility as a mediator between transformative leadership and the performance of state-owned enterprises. Theories such as transformational leadership and dynamic capacities as well as stakeholder theory and game theory were used to back up the findings of the study. The link between the idealistic impact, inspiring drive, intellectual stimulation, and individualized consideration that make up transformational leadership was empirically investigated. These were measured using a modified version of Bass and Avolio's (1997) Multifactor Leadership Questionnaire (MLQ-5x), and organizational performance was evaluated using the Balanced Score Card (BSC). Descriptive cross-sectional, mixed-method survey and pragmatist research philosophy were employed. A total of 215 participants, including 55 managers, provided responses to both structured and semi-structured questions. SPSS and the Structural Equation Model (SEM) were used for the statistical analysis. The findings yielded both descriptive and inferential statistics that probed the connection between transformative leadership, agility, and the effectiveness of state-run businesses. Organizational performance was shown to be positively and significantly influenced by transformational leadership across all four domains (R

squared = 0.845). Transformational leadership and strategic flexibility were shown to be critical competencies for improving state-owned enterprises' performance. The present study utilized innovation as a moderating variable instead of agility, which was the mediating variable in the first study. There was also empirical evidence that each facet of transformative leadership influenced performance in its own unique way.

Using a descriptive research design, Muthoka & Francis (2021) examined the influence of leadership practices on county governments' performance in Kenya. Chief Officers, directors of various departments and members of the county assemblies comprised the target population. By means a structured questionnaire, information was collected from the sampled respondents and analysis followed due process through SPSS and Microsoft Excel. The variables' relationship was determined by conducting multiple linear regression analysis. Results of regression ascertained that there existed a statistical significant and positive effect on leadership practices on county government performance. Rejected was the null hypothesis of the study. It was recommended that county government leadership should plan well and lay the firm foundation upon which activities should be implemented on time and within the available resources.

### **2.3 Summary of the Research Gaps**

The reviewed literature identified various research gaps. Findings from most of the studies could not be generalized to our research context for instance a study done by Karaca, (2010) did not focus on the context of developing countries and the devolved system of governance similar to the current one being adopted and used in the Kenyan context. The influence of innovation as a moderator between transformational leadership and organizational performance was not established by previous researches.

The reviewed literature showed that various authors used different methodologies, theories and frameworks. Angela et al (2017) used positivist research philosophy and descriptive research design and applied transformational leadership theory. On the conceptual framework, Angela et al (2017) considered only two variables (idealised influence and individualised consideration) of transformational leadership theory and considered organisational culture as the moderating variable. In view of this study, the four dimensions; Individualized attention, intellectual stimulation, and motivational inspiration and idealised influence of transformational leadership were considered while using innovation as the moderator. The current study applied the pragmatic philosophy which is aimed at solving practical problems that are experienced by the leadership of the county governments in Kenya, more specifically, the counties of SEKEB.

A study by Nyakomitta (2018) applied mixed research design method which is contrary to the current study. The study applied different theories (competency theory and shareholders' Wealth Maximization Theory) while using only one dimension (intellectual stimulation) of transformational leadership theory in the conceptual framework. All four features of transformational leadership (care for individuals, intellectual challenge, motivation for others, and idealistic influence) were utilized here. Transformational leadership theory served as the primary theoretical foundation for this investigation, with support coming from stakeholder, strategic leadership, and resource-based perspectives.

This study centers on one economic bloc, SEKEB, but most of the studies reviewed laid emphasis on single case studies of the county governments (Mwirigi and Abdumlingo, 2014, Psiwa, 2017, Wagude *et al.*, 2015 and Makenyeza, 2013). Other studies looked at the public sector but not necessarily the county governance performance (Abu *et al.*, 2013, Abubakar &

Ahmed, 2017, Benta *et al.*, 2018, Felix *et al.*, 2016, and Morse *et al.*, (2017). While a few studies concentrated on issues of manufacturing (Ahu, 2015, Conrad *et al.*, 2013, & Hojjat *et al.*, 2018). This study entails a study of one economic bloc which has three counties; Machakos, Makueni and Kitui. The study gaps of the previous studies are shown on Table 2.1 of literature review matrix

**Table 2.1 Showing Summary of Review Matrix of Research Gaps**

**Individualised Consideration**

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Author	Aim	Findings	Methodology	Research Gap
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Khalil & Sahibzadah	To determine the impact of individualised consideration of leadership on employees' job satisfaction in the private sector universities	A positive and significant relationship exists between individual consideration and employee job satisfaction	Quantitative methods, convenience sampling technique, Pearson's correlation and linear regression	No insights of the effect of transformational leadership on performance in the public sector
Bahati et al., (2019)	To examine the influence of individual consideration on public sector performance	Revealed a positive and significant influence of individualised consideration on organisational performance	Survey research design and multiple-stage sampling	Mixed research design and stratified random samplings
Ondari et al., (2018)	To find out the effect of individualised consideration on organisational of state owned corporations in Kenya	Showed a significant relationship between individualised consideration and organisational performance	Descriptive research design	Pragmatic philosophy

Ogola (2017)	To investigate the influence of individualised consideration on employee performance in small and medium enterprises in Kenya	Demonstrated that individual consideration and employee performance had a strong and positive correlation	Correlation research design	Descriptive research design
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### Intellectual Stimulation

Author	Aim	Findings	Methodology	Research Gap
Komakech et al., (2021)	To determine the influence of intellectual stimulation on employee performance	Revealed that intellectual stimulation had a positive and significant influence on employee performance	Cross-sectional research design	Descriptive research design
Kirui et al., (2015)	To investigate the influence of intellectual stimulation in effective organisational performance	Showed a significant influence of intellectual stimulation on effective organisational performance	descriptive and inferential statistics	Applying intellectual stimulation as an independent variable

Wagude et al., (2015)	To explore the influence of intellectual stimulation and conflict resolution on CDF project implementation	Revealed that the strength of the relationship between intellectual stimulation and implementation CDF construction projects depended on conflict resolution	Ex-post factor design	Descriptive research design
Ogola et al., (2017)	To investigate the influence of intellectual leadership behaviour on in small and medium enterprises in Kenya	Showed that intellectual stimulation leadership behaviour and employee performance in SMEs in Kenya had a strong positive and significant correlation	A correlational research design	Descriptive research design
Nyakomitta (2018)	To establish the influence of intellectual stimulation on the performance of commercial banks in Kenya	Showed that intellectual stimulation affected the performance of commercial banks in Kenya	Multiple linear regression	Descriptive research design

## Inspirational Motivation

Author	Aim	Findings	Methodology	Research gap
Amin (2016)	To establish the influence of inspirational motivation on organisational performance in the National bank of Kenya	Revealed that inspirational motivation had the most significant influence on the performance of the National Bank in Kenya	Descriptive research design, stratified random sampling	Pragmatic Philosophy
Khalifa & Noermijati (2014)	To investigate the effect of inspirational motivation On job performance	Showed that inspirational motivation had a positive and significant effect on job performance but not significant on employee performance	Spearman rank correlation and descriptive statistics	Multiple regression analysis

Benta et al., (2018)	To establish out the impact of inspirational motivation on employee performance of state regulatory corporations	Revealed a positive and significant correlation between inspirational motivation and employee performance	Descriptive research design	Pragmatic philosophy
Nyakawa (2021)	To find out the effect of inspirational motivation on employee performance of state regulatory corporations	Revealed a significant inspirational motivation and organisational performance	Descriptive research design	pragmatic philosophy

### Idealised influence

Author	Aim	Findings	Methodology	Research gap
Kwasi and Seth (2018)	To investigate idealised influence as the predictor of employee safety behaviour the relationship between transformational leadership and active	Revealed that idealised significant effect on both safety participation of employees	Cross-sectional survey design, quantitative approach, covariance-based structural equation modeling	Descriptive research design

management by exception

Leonard et al., (2016)	To examine the influence of idealised influence on performance of staff in state owned enterprises in Kenya	Showed that idealised influence was positively and significantly correlated with staff performance	Positivism research philosophy, descriptive statistics, stratified random sampling, correlational analysis	Pragmatic philosophy
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**Organisational performance**

<b>Author</b>	<b>Aim</b>	<b>Findings</b>	<b>Methodology</b>	<b>Research gap</b>
Hayati et al., (2014)	To determine the effects of transformational leadership and its components on work engagement among hospital nurses	A positive and significant correlation	Descriptive correlation, cross-sectional design, simple and multiple regression	Pragmatic philosophy
Karimi & Morshedi, (2015)	To investigate on the relationship between transformational leadership with	There was a significant relationship between organisational leadership and its variables by	Descriptive and correlational research designs, descriptive and inferential	Cannot be generalized to local context in Kenya public sector

	organisational innovation In Islamic Azad University	organisational innovation as the mediator	statistics	
Jerobon et al., (2016)	To assess the influence of transformational leadership on employee performance in Nandi county government	showed a positive relationship between transformational leadership and employee performance	Descriptive research design and inferential statistics	moderating variable not considered
Jiang et al., (2017)	To determine the degree of influence of transformational leadership on employee sustainable performance with organisational citizenship behaviour as the mediating role	Revealed that employee sustainable performance was positively influenced by transformational leadership and the positive influence was mediated by organisational citizenship behaviour	Structural equation model	Descriptive research method
Karaca, (2010)	To examine the relationship between transformational leadership behaviour and Perceived leadership Effectiveness in public	Revealed that all transformational components had a significant relationship with perceived leadership effectiveness	Confirmatory factor analysis, structural equation modeling	Descriptive research design

Orgnaisations

Yasin et al., (2014)	Sought the relationship of transformational leadership style and intellectual stimulation and innovation on SMEs performance	There exists a positive relationship between transformational leadership style and intellectual stimulation and innovation on SMEs performance	Pearson correlation and regression analysis	Descriptive statistics, non consideration of moderating role
Conrad et al., (2013)	To establish a relationship between transformational leadership and organisational of sales in selected industries	Revealed that transformational leadership had remarkable influence on performance of sales	Co-relational survey design	Descriptive research design
Victorine (2017)	To investigate effects of transformational leadership on in equity Bank in Kenya	Revealed that transformational leadership predicted organisational performance	Stratified random sampling techniques	Did not consider the moderating variable
Ogolla (2020)	To examine the influence	Revealed a positive and	Descriptive and	Applied strategic



of transformational leadership on firm success as mediated by strategic agility

significant influence of transformational leadership dimensions on organisational performance

inferential statistics, cross-sectional, mixed survey method, pragmatic research philosophy

agility as the mediator contrary to this study

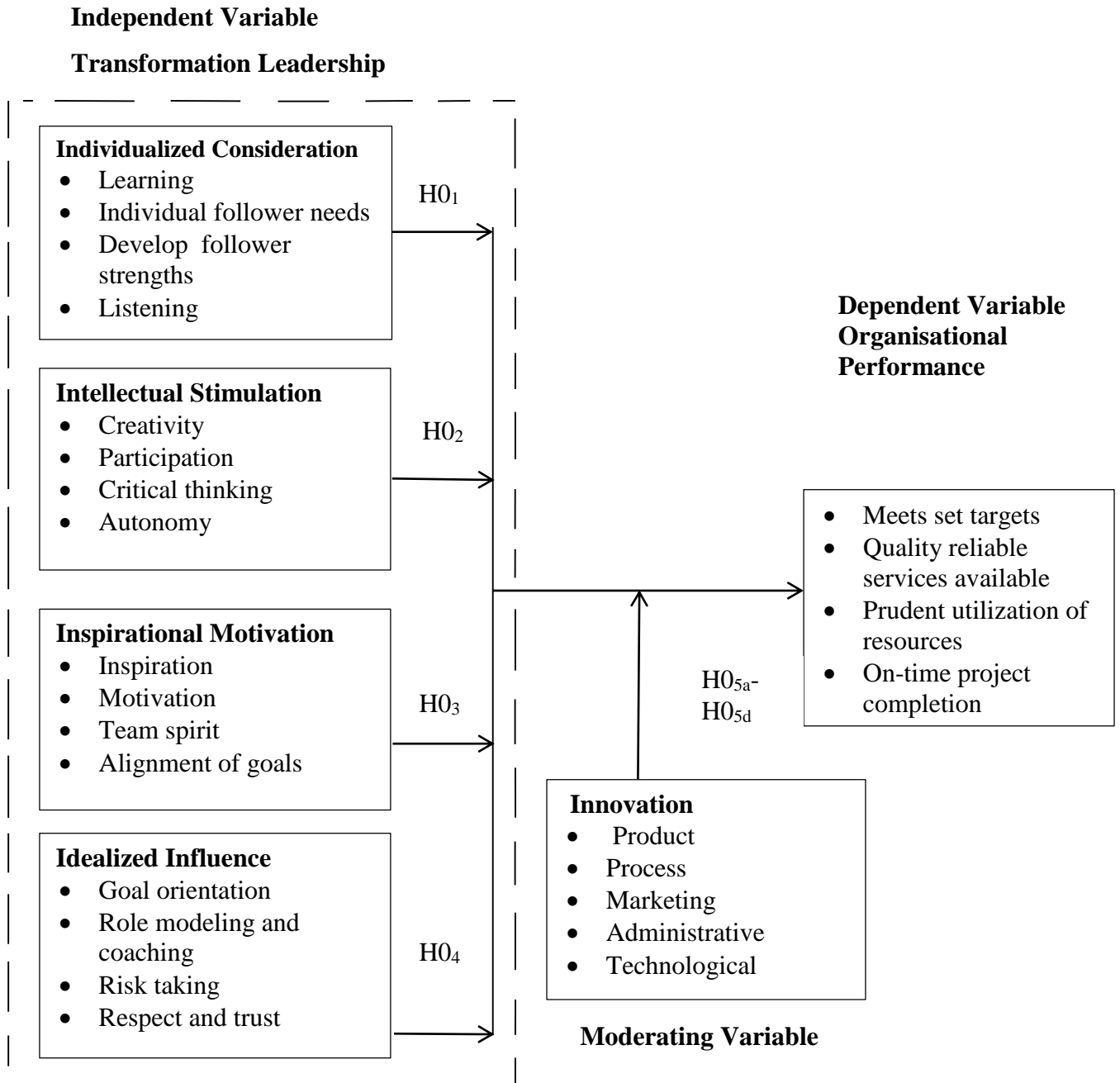
### Organisational Innovation

Author	Aim	Findings	Methodology	Research gap
Masood et al., (2013)	To explore the effect of innovation types on firm Performance	Indicated positive effects of innovation types on organisational performance	Correlation and regression analysis	Non usage of the structured questionnaire
Hojjat et al., (2018)	To investigate the impact of organisational innovation on the performance of manufacturing firms	Demonstrated a positive relationship between organisational innovation and organisational performance	Descriptive and correlational research	Pragmatic philosophy

Kiptoo & Koech (2019)	To investigate the effect of strategic innovation on organisational performance	Showed that strategic innovation had a positive and significant relationship on performance of manufacturing firms	Descriptive survey design, descriptive statistics, correlation and multiple regression	Pragmatic philosophy
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## 2.4 Conceptual framework



**Figure 2. 1: Conceptual Framework**

**Source: Researcher (2023)**

The mental picture of the conceptualized study is presented roadmap referred to as “conceptual framework”. It is the outcome of gathering empirical evidence to explain and describe a wider comprehension of the subject under research (Imenda (2014). It is a synthesis of interrelated components and variables which help in solving a real-world problem. It is the final lens used for viewing the deductive resolution of an identified issue (Imenda, 2014).

Intellectual stimulation, inspirational motivation, individualised consideration and idealised influence dimensions formed the constructs of the independent variable (transformational leadership) which led to change in organisational performance with differing percentages (Researcher, 2023).

Individualised consideration construct was measured by learning, individual follower needs, development of follower strengths and listening. Intellectual stimulation variable was measured by constructs of creativity, participation, critical thinking and autonomy. Inspirational motivation variable was measured by constructs of inspiration, motivation, team spirit and alignment of goals. The constructs of measuring idealised influence were goal orientation, role modeling, and coaching, risk taking, respect and trust. The results indicated that change in county performance was influenced by changes in independent variables.

The research’s moderator (innovation) was measured by process innovation, marketing innovation, administrative innovation, product innovation and technological innovation. The moderated idealised influence had the highest contribution, followed by individualised care,

inspirational motivation and intellectual stimulation had no statistical significant contribution. The dependent variable (organisational performance) was measured by meeting targets, making services available, proper utilization of resources and completion of projects (Researcher, 2023).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Philosophy**

Research philosophy is a study on an object, the system through which information about this object is gathered, taken through analysis and its results used for continuation of knowledge or solving problems of particular issues (Ogolla, 2020). It determines the very direction of the researcher's line of thought in a particular subject and its findings are attributed to that very particular field of study. According to Saunders, et al., (2017) research philosophy helps develop knowledge since it is based on the fact that the subject under scrutiny it taken through experimentation or survey. It is the philosophical approach that determines the very direction of the researcher's line of thought in a particular subject and its findings are attributed to that very particular field of study. According to Saunders, et al., (2017) research philosophy helps develop knowledge since it is based on the fact that the subject under scrutiny it taken through experimentation or survey. Later information is collected, analysed and its findings are kept for use.

Park, Konge & Artino (2019) argue that scientific research is the quest for knowledge which can be known through different research paradigms that make assumptions about how the world operates. These research paradigms include; epistemology, ontology and axiology. Epistemology is the study of the nature of human knowledge, its origins, its scope, its limits, its justification, its reliability and its certainty (Omoregbe, 2011). James and Jill (1996) argue that epistemology helps us know what can be counted as knowledge, and how knowledge increases. Ojong and

Ibrahim (2011) opine that epistemology investigates the processes and problems associated with acquisition of knowledge. In this study, epistemological philosophy helped to justify the new knowledge that was generated out of research in SEKEB.

Ontological philosophy is a logical theory designed in order to capture the intended models corresponding to ascertain conceptualisation and exclude unintended ones. It is the process of knowing, perceiving and interpreting the world. It is comprised of realism, empiricism, positivism and post-modernism. Realism concerns itself with the notion that there are universal truths and facts which can be discovered through active exploration. Positivism is concerned with external realities, objectives and is independent of social actors. Empiricism is concerned with impressions and how they affect the perceiver's judgment (Johannes, Bernhard, Christoph, Frank, Anatol, Mathias, Veronika, Erwin and Thomas (2015). Ontology helps researchers recognise how certain they can be about the nature and existence of objects they are researching. It is concerned with whether reality exists out there, independent of the researcher's knowledge of knowing it (Furlong and Mash, 2018). Ontology is concerned with what can be known about the world and epistemology is concerned with how the world can be known ( Bates and Jenkins, 2007).

Another branch of philosophy known as axiology deals with aspects of human behaviour (ethics) and beauty (aesthetics). Ethical philosophy studies human conduct, evaluates human habits, character and voluntary determination and their correctness. Aesthetics on the other hand studies values in the realm of beauty by considering art and experience. Aesthetical values are both personal and subjective (Kneller, 1971). Nigal (1986) argues that axiology guides human life in

the individual and social level with other persons, in the secular as well as the non-secular in the right direction. Axiology guides the researcher when researching for truth, praising beauty and when attempting to do well (Chopra, 2005).

Positivism research methodology emphasizes engaging in research settings where variables can be controlled and manipulated. In social sciences, this requires that the researcher creates somewhat extraneous factors, beyond the study variables which are minimized. In the purest form of positivism, the sole focus of the study is to examine the explanatory and causal relationships between variables of the study, as it is done in natural sciences. As such experimental designs are favoured in the positivism research paradigm, including quasi-experimental designs. Results from experiments are supposed to confirm or refine theories, which in turn, can lead to new hypothesis and questions for new studies (Park et al., 2019). The ontological stance of positivism is that reality may be objective and out there for discovery using universal laws and methods. The positivist claims that peoples' opinions, values and beliefs about reality might be false and inaccurate without scientific basis (Ryan, 2018).

According to Dash (2005), the positivist philosophy of exploring social reality emphasizes observation and reason as a means of understanding human behavior. The researcher explains further that true knowledge is based on experience of the senses and can be verified by observation and experiment. This view is asserted by Loo (2007) who argues that human behavior can be studied in order to understand it, and then use the knowledge to predict the behavior of people within society. According to Cooper and Schindler (2014), the information



gathered from sensory experience, and interpreted through reason and logic, forms the exclusive source of all authoritative knowledge.

Underpinning this study is pragmatic philosophy which focuses on what works and brings real solutions to real problems. It is based on solving factual problems that are experienced after the completion of project implementation rather than being based on guesswork or manipulated outcomes that exist on paper and may not be relied upon (Shannon-Baker, 2016, Creswel, 2014). Pragmatic philosophy is action oriented rather than being based on rhetoric (Cameron, 2011). The only decision maker in the concrete world circumstance is the center of pragmatic research philosophy. Creswel (2014) and Shannon-Baker (2016) opine that pragmatic philosophy is simply focused on addressing real-world issues rather than making assumptions to appear to be true. Cameron (2011) says that this philosophy is practical oriented and proactive in its usage. A pragmatist's concern is to discover what works and what allows problem-solving (Ogolla, 2020).

### **3.2 Research Design**

The research design is the scientific process of structuring the planning procedures for conducting studies so as to get the most valid and reliable findings (Cooper and Schindler, 2014). It is the plan through which the process of research is carried out which include objective and hypothesis formulation, information collection, analysis of the information and report writing (Bryman & Bell, 2011). According to Bell (2007), the research design is the blueprint for the collection, measurement, analysis of data and a plan of obtaining answers to research questions. Kothari and Garg (2014) argue that a research design is an arrangement of conditions for the

collection and analysis of data in a manner that aims to combine relevance to the research purpose.

Descriptive research design was applied in this stud. Its appropriateness was that it demonstrated the researcher's ability to define and elucidate data on the study's main objective. Through the research design the phenomenon under study was accurately and systematically described. The descriptive research design involved were univariate statistics which described only one variable (such as individualised consideration) at a time, bivariate statistics which compared two variables (such as individualised consideration and innovation) and multivariate statistics which compared more than two variables (such as individualised consideration, innovation and organisational performance). It was crucial to the study since it made it possible to get additional data from the respondents about all of the study's factors. Researchers such as Karimi & Morshedi, (2015) and Nyakawa, (2021) had previously employed this study approach.

### **3.3 Study Area**

Research undertaking was carried in SEKEB counties. There are six regional economic blocs as far as the Council of Governors of Kenya is concerned. These include; the Lake Region Economic Bloc (14 counties), the North Rift Economic Bloc (7 counties), the Central Kenya Economic Bloc (10 counties), the Jumuiya ya Kaunti za Pwani (6 counties), the Frontier Counties Development Council (7 countiess) and the SEKEB (3 counties; Machakos, Makueni and Kitui)

The SEKEB was selected due to the problems that were experienced in performance of the projects that had been started but poorly implemented. These problems included; un-met set targets, stalled projects which meant that there was no quality reliable services available to the county people, there was imprudent use of resources and projects were not completed on time.

### **3.4 Target Population**

Referred to as target population is the broad group of people that researchers are examining. It is the group of individuals that the study intends to conduct research in and draw conclusions from (Cox, 2010). The target population for this study consisted of the top management team which comprised respondents from all ministries in SEKEB counties. The roles of respondents were wide as far as their ministries or departments were concerned. It was assumed that these target population had the knowledge of transformational leadership and had the capacity to let the researcher get information on the research subject. To a large extent the accountability for the success or failure of the performance of the county governments depended on this type of target chosen. This is because they developed operational, medium and strategic plans of the county, drew financial budgets for the county, determined the projects to be implemented by priority and represented the county in the regional bloc, at the country level or at the international arena.

There were 408 respondents (30 members of the county executive committee, 136 directors, 195 deputy directors and 47 county chief officers) who were key informants and unit of analysis. County government's senior management was used to choose the target audience. This is due to

the fact that these groups of personnel were involved in the planning of county initiatives. They also took part in creating the vision, mission, aim, and goals for completing the county government's initiatives. The target population was part of the management team that created the programs geared towards enhancing the county government's organizational performance.

Table 3.1 below describes distribution of the targeted population

**Table 3.1 Target Population**

	<b>County Executive Members</b>	<b>Chief Officers</b>	<b>County Directors</b>	<b>Deputy Directors</b>	<b>Total</b>
Machakos	10	10	48	60	128
Makueni	10	12	42	65	139
Kitui	10	25	46	70	151
<b>Total</b>	<b>30</b>	<b>47</b>	<b>136</b>	<b>195</b>	<b>408</b>

**Source: County Human Resource Records: 2021 and CIDP 2018-2022**

### **3.5 Sample and Sampling Technique**

Discussed in here are; the sample size indicating how it was calculated and arrived at, the sampling frame and the sampling procedure applied in this research study.

### 3.5.1. Sample Size

A total target population of 408 (county executive Members, Chief officers, County directors and county deputy directors) was subjected to the sampling process. In regard to Cooper and Schindler (2014), sample size calculation is concerned with how much data is required to make the correct decision on a particular data. The author still argue that the more data which is collected, the more accurate the analytical decisions and fewer errors generated within the estimated parameter (Cooper and Schindler (2014). 202 comprised the study's sample size which was computed via Yamane's formula;

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

Where;

n = Required sample size

N = Population targeted

€ = Error margin

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

According to Dennis and Vince (2010) margin error is a statistic expression of the amount of random sampling mistake in the study. The study applied 95% (0.05) confidence level instead of 99% (0.01) confidence level for the margin error.

To accommodate for non-response, the research embraced the 30% recommendation (Kanaub, 2017). This recommendation has also been used in the works of Berg (2018), Yangon (2015)

Cheung (2017) who opined that to cater for non-response bias, it is necessary that a percentage of 10 to 30 is employed. In this study, a 30% was used which led to a sample population of 289 respondents. Table three point two (3.2) below illustrates sample size computed figures

**Table 3.2 Sample size**

<b>County</b>	<b>County Executive Members</b>	<b>Chief Officers</b>	<b>County Directors</b>	<b>Deputy Directors</b>	<b>Total</b>
Machakos	7	7	34	43	91
Makueni	7	8	30	46	91
Kitui	7	18	33	49	107
<b>Total</b>	<b>21</b>	<b>33</b>	<b>97</b>	<b>138</b>	<b>289</b>

**Source: County Human Resource Records: 2021 and CIDP 2018-2022**

### **3.5.2. Sampling Frame**

The inventory of the researcher or a tool utilized to delineate the target population is known as sampling frame, it constitutes elements that are available to a researcher for purposes of sampling the population. The sampling frame serves to define and constrain the researcher to a specific subset of the population, from which data is gathered so as to provide a proportionate sample representing the entire population. The sampling frame utilized in this study consisted of four distinct sub-groups as indicated in the target population.

### **3.5.3 Sampling Procedure.**

Mugenda and Mugenda (2013) argue that sampling procedure is a method of selecting a sample size for inquiry goals. The research identified South Eastern Kenya Economic Bloc from among the six regional economic blocs. The identified bloc had three counties; Machakos, Makueni and Kitui, It is from among these three counties that sampling was conducted to reach the exact units of interest for this research.

Since the total target population was separated into four sub-groups—chief officers, county executive members, county directors, and county deputy directors—a stratified sampling approach was used. The stratified random sample approach was used to ensure that all SEKEB counties were represented because the population was varied. This was also used by Peck, Oslen and Devore (2011).

According to this research thesis, strata were formed from the four levels of respondents namely; county executive members, chief officers, county directors and deputy directors who headed various departments within the county. These categories of respondents were leaders since they served in the top and middle levels of the county governments in SEKEB and therefore were ideal for responding to the items of the research study.

### **3.6 Data Collection**

Data collection refers to the procedure of gathering information from research respondents in view of answering the questions to the research problem. The structured questionnaires were relied on as first-hand information collection tool. Its advantage is that it helped the investigator to get information from many respondents with the short period.

#### **3.6.1 Instrumentation**

The data collection instrument was the questionnaire. The questionnaire was preferred because it is helpful when the population is spread over a large territory. It made it possible to contact many respondents who could not otherwise be reached. It helped to keep the respondents' identity confidential and the information given anonymous. Questionnaire method is an easier method to plan, construct and administer. It was also preferred because it was filled at the convenient time of the respondents. The questionnaire has little variation to the items as such respondents' attention was focused to give answers to the questions on the subject of study. The information gathered through questionnaires was tested for validity and reliability before analysis would continue.

The structured questionnaires were distributed to the selected participants through simple random sampling technique. Self-administered questionnaires were chosen as the preferred data collection method due to their ease of processing and analysis. The authors presented a method that is both convenient and efficient for collecting data from a substantial sample size within a



predetermined period. Given the quantitative nature of the questionnaires, they enabled the analysis of the gathered data. Furthermore, the utilization of questionnaires facilitated the preservation of the respondents' anonymity, as emphasized by (Mugenda & Mugenda, 2003).

The survey instrument comprised of seven distinct sections. The initial segment of the study was centered on the collection of demographic data pertaining to the subjects. The survey's second to fifth sections contained questions that sought the viewpoints of the respondents regarding the four independent variables. The sixth section of the study delved into the perspectives of the participants regarding innovation, whereas the seventh and final section asked questions on county performance. The respondents were requested to indicate their level of agreement in relation to the questions asked by ticking against the right numbers; 5 = SA –strongly agree, 4 = A-agree, 3 = UD-undecided, 2 = D-disagree, 1 = SD-strongly disagree.

### **3.6.1.1 Validity of Research Instruments**

Cooper as well as Schindler (2014) refers validity as a characteristic of measurement tool that is concerned with the extent to which it measures what the researcher actually and exactly wishes to test and that variances established with a measurement tool reflect the true differences among the respondents' views drawn from a population. There are three main types of validity tests namely; content validity, criterion-related and construct validity. In regard to this study, all three types of validity tests were ascertained.

Content validity was ensured by the study's supervisors who ascertained that the questionnaire items reflected the true content of the study subject. Criterion validity was ensured by ascertaining that the sample size was representative enough to produce the right results of analysis. Construct validity was done during the re-alignment of the questionnaire items with the research topic. Construct validity was measured by correlation matrix and the results presented in tables after conducting confirmatory factor analysis as shown in chapter 4, tables 4.9, 4.10, 4.11, 4.12, 4.13 and 4.14

The innovation moderator was included in the correlation matrix with the four independent variables (individualized care, intellectual stimulation, inspiring drive, and idealized influence). If the coefficient in the validity diagonals of the correlation matrix for all variables is greater than zero, then the questionnaire had acceptable construct validity.

Four values (individualised care, intellectual stimulation, inspirational motivation, idealised influence) each had one component with an Eigen value below one (1), explaining some of the model's variation. Only one variable, organizational performance had Eigen values greater than 1, indicating the presence of two (2) components. All six variables had KMO values greater than 0.5 (Kaiser, 1974), and the sphericity test results from Bartlett's (1954) test were greater than 0.5. As demonstrated in Section 4.5 (Confirmatory Factor Analysis), all items were found to be of sufficient quality to be included in the factor analysis.

### **3.6.1.2 Reliability of the Research Instrument**

Reliability of the research instrument is referred as a measuring technique that shows consistency in the results when a repeat test is done on using the same conditions (John et al. 2012). The reliability of a test is defined by the extent to which it reliably measures target variables across time (Kothari, 2014). The reliability of this study was assured by first conducting a pilot study in one of the counties in Lake Region Economic Bloc, the Kisii County government, which consisted of sending out and collecting back 29 questionnaires (representing 10% of the total sample size) from respondents after a month's time. Piloting helped to detect weaknesses in the structure of the research items so as to align them accordingly to respond to the anticipated research questions (Cooper and Schindler, 2014).

The Cronbach's Alpha coefficient result of above 0.7 was recorded offering correlation among the research variables; transformational leadership and county government performance. Cronbach (2003) interpreted the measure of reliability for an alpha 0.7 and above. This measure (0.7) was adopted by were (2013) who found that any value above 0.7 was internally consistent and fit for factor analysis to continue (Eisinga *et al.*, 2013). Reliability test scores are shown in table 3.3.

**Table 3.3 Reliability Test Results**

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<b>Reliability Statistical Test Results</b>		
<b>Variables</b>	<b>Cronbach's coefficients Alpha</b>	<b>No of Items</b>
Individualised consideration	.912	9
Intellectual stimulation	.944	10
Inspirational motivation	.932	7
Idealised influence	.949	9
Innovation	.824	10
Organisational performance	.856	6
<b>Overall Reliability Mean &amp; Total Items</b>	<b>0.903</b>	<b>51</b>

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**Source: Field Data, (2023)**

### **3.6.2 Data Collection Procedure**

An introductory letter (Ref. appendix C) was acquired from School of Business and Economic (SOBE) by the researcher of Kisii University through which research permit from NACOSTI (Ref: appendix D) was obtained. The researcher drafted personal letters to each County Secretary of Kitui, Makueni and Machakos showing the intention of conducting academic research in their Counties. In turn, each County Secretary wrote a letter (Ref: appendixes E to G) to authorize the researcher to conduct field work on data collection in their counties' of jurisdiction. The procedure was to drop and pick questionnaires after three months with the help of field research assistants who helped correct the questionnaires. Prior to conducting field study, field assistants were informed of the behaviour of the researcher, which is how to communicate with the respondents before dropping and after picking the questionnaires. It was necessary that field

assistants were also informed of how to keep the anonymity and confidentiality of the respondents (Wanjohi, 2016).

### **3.7 Data Analysis and Presentation**

Version 23 of SPSS was used for coding and screening data from the field and analysed by means of descriptive and inferential statistics. Descriptive statistics as well as inferential techniques of analysing data were applied. Tables, frequencies and graphs formed the means through which descriptive results were presented.

#### **3.7.1 Descriptive Statistics**

Virtually in every data analysis, descriptive statistics forms its foundation (Cooper and Schindler, 2014). The researcher used the frequency distribution, percentage, means, standard deviation, skewness and kurtosis. The skewness values that were used ranged between +1 and -2. The kurtosis values ranged between + ( $\geq$ ) 3 and - ( $\leq$ ) 3 (Hair et al., 2010).

#### **3.7.2 Inferential Statistics**

##### **3.7.2.1 Correlations**

Association between study variables was indicated as being weak, moderate or strong by usage of Pearson Product Moment coefficients. According to Lear (2012), correlation coefficients serve to indicate the extent and orientation of associations, with the extent referring to the degree

of similarity or dissimilarity in the movements of variables. The author provides additional clarification regarding the significance of the coefficient's sign (+/-) in indicating the variables' direction. Specifically, a coefficient of +1 denoted a strong relationship, while a coefficient of -1 denoted a weak or inverse relationship, wherein one unit increase in the independent variable corresponded to one unit increase in the dependent variable. Statements intended to gauge the extent to which county administrations in the South Eastern Kenya Economic Bloc had used them in practice made up the items in the independent variables.

### **3.7.2.2 Regression Analysis**

The study was driven by the hypotheses that county performance within the South Eastern Kenya Economic Bloc could reap advantages from leaders who possess transformative qualities and exhibit greater levels of innovation. The study employed simple, multiple regression hierarchical regressions. Subsequently, a crucial phase involved conducting a regression analysis of innovation vis-à-vis the four facets of transformational leadership, with the aim of scrutinizing its moderating impact on the study variables. The hypothesis was assessed by determining whether the value of calculated F exceeded the value of the F critical. The higher the value of calculated F and the less the value of the critical F, the decision was the rejection of the hypothesis and the model was deemed significant. Conversely, when the value of calculated F was less than the value of critical F, the decision was failure to reject the null hypothesis and the model was considered not being significant. Simple linear regression for each research variable is shown here under;

Objective i: Establishing the effect of individualised consideration of the leader on county government performance in SEKEB

**H<sub>01</sub>:** Individualised consideration of the leader does not have a statistically significant effect on the performance of the county governments in South Eastern Kenya Economic Bloc.

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots\dots\dots i$$

Where;

Y – Organisational Performance

$\beta_0$  – Regression Intercept

$\beta_1$  – Coefficient of Individualised Consideration

$X_1$  – Individualised Consideration

$\epsilon$  - Error Term

Objective ii: To establish the influence of intellectual stimulation of the leader on performance of the county governments in South Eastern Kenya Economic Bloc

**H<sub>02</sub>:** Intellectual stimulation of the leader does not have a statistically significant effect on the performance of the county governments in South Eastern Kenya Economic Bloc.

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

Where:

Y = Organisational performance

$\beta_0$  - regression intercept

$\beta_2$  - coefficient of intellectual stimulation

X<sub>2</sub> - intellectual stimulation

€ - error term

Objective iii: To establish the influence of inspirational motivation of the leader on performance of the county governments in South Eastern Kenya Economic Bloc

**H<sub>03</sub>:** 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.

$$Y = \beta_0 + \beta_3 X_3 + \epsilon \dots \dots \dots \text{iii}$$

Where:

Y = Organisational performance

$\beta_0$  - regression intercept

$\beta_3$  - coefficient of inspirational motivation

X<sub>3</sub> - inspirational motivation

€ - error term

Objective iv: To establish how idealized influence of the leader affects performance of the county governments in South Eastern Kenya Economic Bloc.

**H<sub>04</sub>:** Idealized influence of the leader does not have a statistically significant effect on the performance of the county governments in South Eastern Kenya Economic Bloc.

$$Y = \beta_0 + \beta_4 X_4 + \epsilon \dots \dots \dots \text{iv}$$



Where:

Y = Organisational performance

$\beta_0$  - regression intercept

$\beta_4$  - coefficient of idealised influence

X<sub>4</sub> - idealised influence

€ - error term

Objective v: To establish the moderating influence of innovation on the relationship between transformational leadership and organisational performance in South Eastern Kenya Economic Bloc counties.

**H0s:** Innovation does not have a statistically significant moderating effect on the relationship between transformational leadership dimensions and performance of county governments in South Eastern Kenya Economic Bloc.

$$Y = \beta_0 + \beta_5 X_5 + \epsilon \dots \dots \dots v$$

Where:

Y = Organisational performance

$\beta_0$  - regression intercept

$\beta_5$  - coefficient of innovation

X<sub>5</sub> - innovation

€- error term

The statistical technique of multiple regression analysis involved the examination of the association between a single dependent variable, also known as the criterion variable, and multiple independent variables, known as predictor variables as well. The model for examining multiple regressions is shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Where;

$Y$  = Organisational performance

$\beta_0$  = Regression intercept

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$  – Regression coefficient for each transformational variable

$X_1$  – Individualised Consideration

$X_2$  – Intellectual Stimulation

$X_3$  – Inspirational Motivation

$X_4$  – Idealised Influence

$X_5$  – Innovation

$\epsilon$  - Error Term

The mathematical models are translated from the theoretical construction upon which they are empirically estimated and evaluated (Westland, 2019)

### **3.7.2.3 Moderating Variable**

**Objective v:** To establish the moderating influence of innovation on the relationship between transformational leadership and organisational performance in South Eastern Kenya Economic Bloc counties.

**H0<sub>5</sub>:** Innovation does not have a statistically significant moderating effect on the relationship between transformational leadership and county government performance South Eastern Kenya Economic Bloc.

The study used hierarchical structural equations modeling in analysing the moderating variable (innovation).

Analysis of the moderating variable (innovation) was done using the following model;

$$Y = \beta_0 + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \beta_4 X_4 M + \epsilon_1$$

Y = composite index of organisational performance

$\beta_0$  - Y-intercept

$X_1$  - composite index of individualised consideration

$X_2$  - composite index of intellectual stimulation

$X_3$  - composite index of inspirational motivation

$X_4$  - composite index of idealised influence

M - innovation

$\epsilon_1$  - random error term

**Table 3.4 Analytical and Hypothesis Testing Model of the Study**

Objective(s)	Hypothesis	Analysis of the model	Interpretation of results
Examining effect of individualised consideration on organisational performance	H <sub>01</sub> : Individualised care of the leader has no significant effect on county government performance In SEKEB	Simple regression $Y = \beta_0 + \beta_1 X_1 + \epsilon$ .....i	R <sup>2</sup> indicated that change in Y was attributed to IC. Overall model statistical significance was tested by F-test F-calculated value more than F- critical value, then the null hypothesis was rejected. P-value determined

<p>To determine the influence of intellectual stimulation of the leader on the organisational performance of county governments in SEKEB</p>	<p>H<sub>02</sub>: Intellectual stimulation of leader has no significant effect on county government performance in SEKEB in SEKEB</p>	<p>Simple regression  <math>Y = \beta_0 + \beta_2 X_2 + \epsilon</math>  .....ii</p>	<p>the significance of the model.  R<sup>2</sup> determined how much change in Y was attributed to IS  F-test- tested the overall model statistical significance  F-calculated value was less than F critical value, then the null hypothesis was accepted  P-value determined the significance of the model</p>
<p>To determine the effect of inspirational motivation of the leader on organisational performance of county governments in SEKEB</p>	<p>H<sub>03</sub>: Inspirational Motivation of the leader has no significant effect on county government performance in SEKEB</p>	<p>Simple regression  <math>Y = \beta_0 + \beta_3 X_3 + \epsilon</math>  ...iii</p>	<p>R<sup>2</sup> determined how much change in y was attributed to IM.  F-test - tested the overall model statistical significance.  F-calculated value was more than the F critical value, then the null hypothesis was</p>

			rejected.
			P-value determined the significance of the model.
To determine the effect of idealized influence of the leader on organisational performance of county governments in SEKEB	H <sub>04</sub> : Idealized influence of the leader has no significant effect on county government performance in SEKEB	Simple regression $Y = \beta_0 + \beta_4 X_4 + \epsilon$ ...iv	R <sup>2</sup> determined how much change in Y was attributed to II. F-test – tested the overall model statistical significance. F-calculated value was more than F critical value, then the null hypothesis was rejected. P-value determined the significance of the model.
To determine the Moderating effect of Innovation on the relationship between transformational	H <sub>05</sub> : Innovation does not significantly moderate the relationship between	Simple regression $Y = \beta_0 + \beta_1 X_{1M} + \beta_2 X_{2M} + \beta_3 X_3 + \beta_4 X_4 M + \epsilon \dots$	R <sup>2</sup> determined how much change in Y was attributed to IC, IS, IM, II. F-test – tested the overall model statistical

leadership and  
organisational  
performance of  
county governments  
in SEKEB

transformational  
leadership dimensions  
county performance  
in SEKEB

significance.

F-calculated value was  
more than the F-critical,  
then the null hypothesis  
was rejected

Change in R<sup>2</sup> after the  
inclusion of interaction  
term (innovation) was  
significant, hence  
innovation had a positive  
moderating effect on the  
relationship between  
transformational leadership  
dimensions county  
performance in SEKEB

### **3.7.3 Assumptions of Multiple Regressions Model**

The following are the tests; normality, linearity, multicollinearity, homoscedasticity and Heteroskedasticity which were conducted to ascertain the data's basic assumptions of correlation and regressions could proceed.

#### **3.7.3.1 Normality Test**

In multiple regression, normality is assumed to have variables that are normally distributed and is assumed to be achieved when the scores in a continuous concept is dispersed around a mean (Silverman, 2016). In normality test, the residuals are plotted and produce an approximately normal curve, which shows that the errors are normally distributed (Keith, 2006). Normality assumptions were tested by use of Kolmogorov-Smirnov, Shapiro-Wilk Test and histogram.

#### **3.7.3.2 Linearity Test**

Linearity test was done using SPSS (Garson, 2012) version 23. Values of more than 0.05 indicated that linearity test was met.

#### **3.7.3.3 Multicollinearity**

Multicollinearity exists when independent variables are correlated in a regression model (Ali et al., 2013). SPSS software was used to compute the VIF values. VIF values of between 1 and 5

indicated a moderate association which meant that it was not bad to require correlation intervention. VIF values that were more than 5, showed major stages of multicollinearity that could lead to poor coefficient estimates as well as unclear p-values. There was no barrier of multicollinearity since the VIF was less than 10. The total average for Tolerance Statistics values were above 0.1, indicating that no problem of multicollinearity existed.

VIF measures how much behaviour (variance) of an independent variable is influenced or inflated by its interaction (correlation) with other independent variables. The following is the formula for finding the VIF;

$$VIF = \frac{1}{1 - R_i^2}$$

Where;

VIF = Variance Inflation Factor

$R_i$  = Unadjusted coefficient of determination for regressing the  $i^{\text{th}}$  independent variable on the remaining ones.

### 3.7.3.4 Homoscedasticity

Homoscedasticity is a statistical concept that denotes the constant nature of the variance of the residual. A commonly held belief is that the residuals' variability, which represents the degree of error in the model, is uniform across all points within the model. The validity of this assumption was evaluated through the utilization of SPSS software to generate a comprehensive scatter plot



that encompassed the entire model rather than solely the individual predictor. The study required plotting of the standardized values to ascertain the fulfillment of this assumption for prediction purposes. The scatter plot demonstrated that the circles were equally distributed showing that homoscedasticity assumption was met.

### **3.8 Ethical Consideration**

In order to take care of the academic ethical issues, the researcher followed the due process of data collection and report writing. First, letter of introduction for the researcher was obtained from the Kisii University, indicating the title as well as research's purpose. Second, the researcher obtained the permit for conducting research from the Republic of Kenya's recognized statutory body- NACOSTI. Third, the researcher obtained the letter from each County Government Secretaries' in SEKEB authorizing the study to be conducted in their areas of jurisdiction. The researcher informed research assistants the main purpose of the study and sought their consent of involvement prior to data collection.

The researcher maintained the scientific integrity in the application of statistical skills to the problem by analyzing the findings objectively without any bias or false representation of the research methodology. The researcher held the ethical considerations; anonymity, confidentiality, referencing and free participation of the research assistants, expected of the researcher among the designated counties of SEKEB. Information gathered was solely for the purpose of academic research. Academic writing and publishing followed the scholars' code of ethics.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRENTATION AND DISCUSSION

#### 4.1 Response Rate

Used in the research was a sample size of 289 respondents who comprised of chief officers, county executive members, county directors and county deputy directors. Response rate outcomes are demonstrated in table four point one (4.1)

**Table 4.1 Response rate**

Sample Size	Number	Percentage
	289	100
	235	81.3
Distributed questionnaires	54	18.7
Returned questionnaires	18	6.2
Questionnaires not returned		
Non usable questionnaires	217	75.1
Usable questionnaires		

**Source: Field Data, (2023)**

Table four point one (4.1) above shows that 289 structured questionnaires were distributed, 235 were completed and picked, accounting for 81.31%. According to Saunders et al.,(2021) this response rate percentage was found enough for the research. However, not picked were 54 research questionnaires, accounting for 18.69% of the total number distributed. Additionally, 18 questionnaires were not properly filled out and were considered unsuitable for analysis,

representing 6.22% of the total. Therefore, 217 (75.08%) questionnaires were correctly filled and found suitable enough for usage in the analysis. According to Visser (1996) a percentage of 55% response rate was considered acceptable for data analysis. Achieving a high response rate is important to obtain unbiased estimates (Visser et al., 1996). In this study, regular follow-up through phone calls to the reference persons in each county, who served as the contact individuals, and the assurance that the findings were solely for academic purposes likely contributed to the high percentage of response rate.

#### **4.2 Data cleaning and Screening**

Cleaning and screening of data was conducted before the real data analysis of data commenced. It was necessary to clean the data for the need of identifying the potential mistake underlying the principles of correlation and linear and multiple regression (Hair *et al.*, 2010). Data cleaning helped to remove errors and inconsistencies from the field information in order to enhance its statistical importance. Data screening involved correcting and editing the inconsistent, incomplete and unreadable responses. 217 (two hundred and seventeen questionnaires were coded and entered into an excel data base. Data in an excel work sheet was entered into SPSS version 23 where analysis of descriptive statistics, confirmatory factor, diagnostic tests (normality, linearity, autocorrelation, homoscedasticity) missing values and examination of outliers was conducted.

#### **4.2.1 Examination of Errors of Data Entry**

Questionnaires that were fully filled were checked to ensure that all questions were correctly responded to. All usable 217 (two hundred and seventeen) were entered into the SPSS software version 23. Categorised as errors of data collection, were only 18 (eighteen) questionnaires which were not correctly filled.

##### **4.2.1.1 Examination of Outliers**

Outliers are extreme values that stand out greatly from the overall pattern of values in a dataset of graph. It is an observation of data that does not fit the rest of the data. Outliers occur as a result of mistakes in responding to the questionnaire items and differences in the measurement of the research variables. Outliers occurred when one point was farther from the regression line than some other point, then the scatter plot had at least one outlier. When a number of points are the same farthest from the regression line, then all these points were considered outliers (Tabachnik & Fidel, 2013). Outliers affected the mean averages of the descriptive results. The effects of outliers lead to overrating or underrating of the research findings (Kwal & Kim, 2017, Fernando and Surendra, 1998). Some outliers fell outside or inside the given range of values of -2 and + 1 for skewness and  $\geq 3$  and  $\leq 3$  for kurtosis.

Outliers occurred when one point was farther from the regression line than some other points, then the scatter plot had at least one outlier. If a number of points are the same farthest from the regression line, then all these points are outliers. Outliers were checked using scatter plot because

it was easy to spot outliers which were far away from the majority of the points in the scatter plot.

Outliers were also checked using kurtosis. Checking outliers potentially helped to discover inconsistencies and detect any errors in the statistical processes. Outliers caused statistical tests either miss significant findings or distort real results (Kwak and Kim, 2017). Therefore, outliers increased the variability in the data, which increased the statistical power. As a result, excluding outliers caused results to become statistically significant. Two independent variables (individualised consideration and intellectual stimulation) and organisational performance had normal range of kurtosis values. Two independent variables (inspirational motivation and idealised influence) and the moderator (innovation) had values which were out of range for kurtosis ( $\geq 3$  and  $\leq 3$ ). These variables were; inspirational motivation, idealised influence and innovation, which had some values of more than 3.

#### **4.2.1.2 Analysis of missing Data**

Missing data occur due to failure by some respondents not to answer some items in the questionnaire. It may also arise due to questionnaires that were never returned. It is resumed that if they were filled, then their data missed to be captured for analysis. The inappropriately responded to questionnaire items constitute the missing data for this study. Data may also miss by failure of being not captured by the researcher and entered into SPSS (Kwal and Kim, 2017). The missing data for this study accounted for 6.22% (18) of the total questionnaires that were

distributed for responses. Missing data can lead to erroneous conclusions in the study. However, this percentage was deemed minimal to statistically affect the results.

### **4.3 Demographic Information of Respondents**

The age in number of years, gender of the respondents, educational level years working experience consisted the information of the background.. The respondents came from across all the sector of the county government of SEKEB. These respondents were chief officers, county directors, deputy county directors and county executive members who were reached in their respective ministerial dockets- (i) Environment, water, natural resources and climate change (ii) lands, housing, urban areas and planning, (iii) Roads, energy and public works, (iv) Education, science and technology, (v) Health services, (vi) Finance and economic planning, (vii) Agriculture, irrigation, cooperative, livestock, veterinary services and fisheries (Viii) Trade, Industrialization and tourism, (ix) social services, youths, sports and culture.

#### **4.3.1 Respondents' Age**

This characteristic was sought from the respondents and included number of years (below 25 years 26-40 years, 41-54 years and above 55 years) in each category. When answering the questionnaires, respondents indicated their gender (male or female), education level (certificate, diploma, degree, masters, PhD and others) and number of years working experience.

Respondents of age below 25 years scored zero and therefore were not included in the final findings of the study. The findings on the characteristic of age are shown in table 4.2a

**Table 4.2a Respondents' Age**

<b>Characteristics</b>	<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>
Age (years)	26-40	66	30.41
	41-54	145	66.82
	55 years and above	6	2.77
	<b>Total</b>	<b>217</b>	<b>100</b>

**Source: Field Data, (2023)**

The outcome of analysis in 4.2a reveal that majority respondents 145 (66.82%) were in age bracket of 41-54 years. Respondents between the age of 26-40 years and those above 55 years of age were 30.41% and 2.77% respectively.

### 4.3.2 Respondents' Gender

**Table 4.2b Respondent's Gender**

<b>Characteristics</b>	<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>
Gender	Male	128	58.99
	Female	89	41.01
	<b>Total</b>	<b>217</b>	<b>100</b>

**Source: Field Data, (2023)**

The outcome of analysis in 4.2b reveal 128 (58.99%) of those who responded were male. 89 (41.01) were female respondents. The findings indicate gender equality has not been fully incorporated in the county government administrative structures. In the UN charter of sustainable development goals, gender equality is the fifth component in which it is argued that gender equality is not only a fundamental human right, but a necessary foundation for a peaceful and sustainable world. The findings indicate that there exist gender disparity and inequality in the county governments of SEKEB

### 4.3.3 Education Level of Respondents

**Table 4.2c Education level of Respondents**

<b>Level of Education attained</b>	<b>Frequency</b>	<b>Percentage</b>
Certificate	1	0.46
Diploma	2	0.92
Degree	144	66.36
Masters	56	25.81
PhD	14	6.45
<b>Total</b>	<b>217</b>	<b>100.0</b>

**Source: Field Data, (2023)**

The outcomes of analysis in 4.2c reveal results of education level. 1 (0.46%) respondent had certificate level of education, 2 (0.92%) respondents had diploma level of education, 144 (66.36%) had degree level of education, 56 (25.81%) had Master level and 14 (6.45%) had PhD. This showed that county employees had the required skills, competencies and experience in various field of specialization to participate in responding to the questionnaire items.



#### 4.3.4 Respondents' Number of Years Working Experience

**Table 4.2d Number of years Working Experience of the Respondents**

<b>Characteristics</b>	<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>
Number of years working experience	Below 5	1	0.46
	Between 6-10	67	30.88
	Between 11-20	134	61.75
	21 and above	15	6.91
	<b>Total</b>	<b>217</b>	<b>100</b>

**Source: Field Data, (2023)**

The outcome of analysis in 4.2d reveal results of the number of years working years' experience. 1 (0.46%) respondents had worked for a period less than 5 years in the county government, 67 (30.88%) had working experience for a period between 6-10 years, 134 respondents representing 61.75% had worked for the county between 11-20 years while 15 (6.91%) respondents had a working experience of 21 years and above. The results show that many county government workers have been there for many years. Workers who have achieved this level of mastery in the art of transformative knowledge contributed highly for county performance. Work experience was shown to have the strongest correlates with measures of job performance, which is consistent with the findings of (Quiones, Ford, & Teachout, 2015).

#### **4.4 Analysis of descriptive Statistics**

The research was grounded on the fact that transformative leadership enhanced county performance within the SEKEB counties as was moderated by innovation. The research objectives were analysed based on the data collected. The findings of descriptive statistics are presented in tables 4.3, 4.4, 4.5, 4.6, 4.7 and 4.8 respectively.

##### **4.4.1 Analysis of the First Independent Dimension - Individualised consideration**

The objective was aimed to establish the influence of individualised consideration dimension on county performance. The arithmetic mean formula ( $A = S/\text{no}$ ) was used to arrive at the average means (mean, standard deviation, skewness and kurtosis). A = arithmetic mean, S= the sum total of items in the dataset and no = items being averaged. The descriptive statistical analysis results for individualised consideration are presented in table 4.3.

**Table 4.3 Descriptive Statistical Analysis Outcome for Individualised Consideration**

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	KurtosisK
The leader provides mentorship opportunities	217	1	5	4.18	.884	-1.341	2.008
The leaders' interaction with employees takes into account their individual preferences	217	1	5	4.1.6	.801	-1.108	1.900
The leader reassures employees that obstacles will be overcome	217	1	5	4.07	.830	-.923	.913
The leader listens to employee concerns effectively	217	1	5	3.83	.964	-.497	-.534
The leader is ready to develop employee personal strengths for performance	217	1	5	3.92	.929	-.685	.031
The leader takes care of my personal needs at the job place	217	1	5	3.79	.912	-.680	.264
The leader encourages aspire to do more to achieve targets	217	1	5	3.93	.900	-.985	1.133
The leader provides learning opportunities for career development	217	1	5	3.93	.870	-.896	1.013
The leader is keen	217	1	5	3.83	.843	-.325	-.239
<b>Average Mean</b>				<b>3.89</b>	<b>0.881</b>	<b>-.827</b>	<b>0.721</b>

**Source: Field Data, (2023)**

The outcome of descriptive analysis in table 4.3 demonstrates that respondents' opportunities for mentorship were at their disposal for emulation (n = 217. mean = 4.18, standard deviation = 0.884). Respondents agreed that mingling with their leaders considered their workplace

preferences (N = 217, mean = 4.16, standard deviation = 0.801). Respondents agreed that county problems that hindered performance were manageable (n of 217, m of 4.07 and Std of 0.830) Respondents agreed the leader listened to employee concerns in the amicable manner (n = 217, mean = 3.83, standard deviation = 0.964). Better county performance was as the result of nurturing employee strengths (n = 217, mean = 3.923, standard deviation =0.929).

An opinion was expressed by respondents is that the boss tends to staff members' personal needs while they are working (n = 217, m = 3.79, standard deviation = 0.912). The majority of respondents (n = 217, m = 3.93, std = 0.900) agreed that the leader inspired and motivated staff to go extra mile to meet the goal and objectives of the county. The respondents (n =217. mean = 3.93, standard deviation = 0.870) were in agreement that the leader offered workers an opportunity for professional advancement. Nevertheless, the results showed that the leader had good perception of the county employee (n = 217, mean = 3.83, standard deviation = 0.843).

Skewness values ranged within the normal given values of -2 to +1, showing normal distribution without outliers. The average mean skewness value was -0.827, indicating a negatively skewed distribution with a slightly longer tail to the left. This suggests that there were more responses tending towards the highest rating (5) on the Likert scale than towards the lowest rating (1), making the distribution slightly asymmetrical.

Similarly, the kurtosis values were noticed within the normal value range of -3 to +3, indicating that the data values were distributed normally without excessive outliers. 0.721 formed the value of the average mean of kurtosis, meaning distribution was symmetric and platykurtic. The

majority of responses tended towards the higher ratings (5 and 4) rather than the lower rating (1) for the individualised consideration dimension items. The overall average standard deviation score was 0.881, suggesting variations in the responses to the questionnaire items regarding the influence extent of the first independent variable to performance in county governments. The mean score for the individualised consideration dimension was 3.89, indicating that individualized consideration considerably contributed to county performance.

The findings correspond with the previous studies. State-owned firms in Kenya have a substantial association with the individualized consideration dimension, according to research by Ondari et al. (2018). A very positive and substantial association between personalized care and worker productivity was also shown by Mary et al. (2017) in a study of Kenyan SMEs. Overall, the findings are consistent with earlier studies and imply that individualized care significantly affects the success of county governments in SEKEB.

#### **4.4.2 Analysis of the Second Independent Dimension - Intellectual Stimulation**

Secondly, the study sought to establish the influence on intellectual stimulation dimension on county government performance. The arithmetic mean formula ( $A = S/\text{no}$ ) was used to arrive at the average means (mean, standard deviation, skewness and kurtosis). A = arithmetic mean, S= the sum total of items in the dataset and no = items being averaged. The outcomes are described the following table (4.4).

**Table 4.4 Descriptive Statistical Analysis Outcome for Intellectual Stimulation**

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviatio	Skewness	Kurtosis
The leader accepts employee innovative ideas that are geared towards improving performance	217	2	5	4.03	.729	-.991	1.693
The leader involves employees in the process of addressing county problems	217	1	5	3.95	.812	-.901	1.291
The leader encourages employees to approach old situations in new ways	217	1	5	3.84	.824	-.703	.483
The leaders allows us to participate in decisions pertaining to our work	217	1	5	3.90	.858	-.923	1.139
The leader encourages employees to try new approaches in fulfilling duties	217	1	5	3.75	.880	-.894	.873
The leader accepts different viewpoints to solving problems	217	1	5	3.79	.936	-.732	.338
The leader accepts criticism for better performance and delivery of services	217	1	5	3.76	.928	-.792	.571
The leader encourages creative minds to develop and promote the services and goods of the county	217	1	5	3.78	.832	-1.041	1.564

The leader allows me to re-examine critical issues to bring on board real solutions	217	2	5	3.87	.822	-.508	-.092
The leader encourages autonomy of doing work that promotes performance and delivery of results	217	1	5	3.89	.846	-.584	.142
<b>Average Mean</b>				<b>3.856</b>	<b>0.847</b>	<b>-0.718</b>	<b>0.800</b>

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**Source: Field Data, (2023)**

Majority of respondents (N= 217, mean of 4.03, standard deviation of 0.729) were of the idea that the leader welcomes and encourages staff suggestions for innovative ways to boost performance (table 4.4). The results also showed that the leader encourages staff participation in finding solutions to issues facing the county (N = 217, mean = 3.95, standard deviation = 0.812). N= 217, mean = 3.84, standard deviation = 0.824). Similarly, responses showed that the leader pushes people to tackle familiar circumstances in novel ways. Additionally, respondents believed they were included in workplace choices made by their boss (N = 217, mean = 3.90, Standard Deviation = 0.858) Majority (N = 217; M = 3.75; standard deviation = 0.880) also agreed that the leader actively promotes employees taking creative risks while doing their jobs.

Further, the results demonstrate that the leader readily accepted different opinions to finding solutions to county challenges (N= 217, mean = 3.79, standard deviation = 0.936). Plausible results on performance (N= 217, mean = 3.76, standard deviation = 0.928) was as a result of leaders accepting criticism from their staff. Further Still, respondents' views indicated that the

leader encouraged development of creative minds that contributed to plausible services of achieving county performance (n = 217, mean = 3.87, standard deviation = 0.832). Respondents agreed that they were allowed to come up with factual insights after reexamining critical issues that hindered the realisation of concrete solutions to county performance (n = 217, m = 3,87), standard deviation = 0.822). Respondents' view indicated that autonomy of doing work was encouraged (N = 217, mean =3.89, standard deviation = 0.846).

Indicated above in table four point four (4.4) are results of skewness and kurtosis analyses for the intellectual stimulation dimension. The conventional range (-2 to +1) of skewness was achieved, indicating a normal distribution without outliers. The average mean skewness value was -0.718, with all values below -1, suggesting a negatively skewed distribution with a slightly longer tail to the left. This implies that there were more responses tending towards the highest rating (5) on the Likert scale than towards the lowest rating (1), making the distribution slightly asymmetrical.

Similarly, kurtosis normal range distribution (-3 to +3) for intellectual stimulation was achieved indicating that the data was without excessive outliers. Kurtosis value of 0.800 indicated a symmetric and platykurtic distribution. Most of the responses tended towards the higher rating (4) rather than the lower rating (1) for the intellectual stimulation dimension items. The overall average standard deviation score was 0.847, suggesting variations in responses to the questionnaire items regarding the range to which the intellectual stimulation influenced county performance in SEKEB. 3.856 mean score indicated that intellectual enlightenment did not play a significant and positive role in influencing county performance. In summary, results demonstrated exhibition of a normal distribution without outliers intellectual stimulation



dimension. The majority of responses leaned towards the higher end of the Likert scale of 5 than 1, indicating a moderate agreement between the study variables.

John *et al.*, (2015) are of the opinion their research findings demonstrate that intellectual stimulation enhanced firm performance. This was possible with the leader being free to accept criticisms on the way firm business is conducted. Divergent views on criticism brought up many perspective view-points that led to competitive advantage and performance of the firm

#### **4.4.3 Analysis of the Third Independent Dimension – Inspirational Motivation**

The third objective of the research sought to establish the influence of inspirational motivation on county government performance. The arithmetic mean formula ( $A = S/\text{no}$ ) was used to arrive at the average means (mean, standard deviation, skewness and kurtosis). A = arithmetic mean, S= the sum total of items in the dataset and no = items being averaged. Table 4.5 highlights descriptive analysis results for the third independent variable.

**Table 4.5 Descriptive Statistical Analysis Outcome for Inspirational Motivation**

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std, Deviation	Skewness	Kurtosis
The leader inspires employees at all levels of the organization	217	1	5	4.14	.750	-1.582	4.893
The leader encourages a spirit of team work among employees	217	2	5	4.12	.686	-1.641	6.673
The leader motivates employees on good performance	217	2	5	3.95	.753	-.705	.692
The leader creates a clear county vision for the future	217	1	5	4.03	.769	-1.156	2.773
The leader makes difficult issues simpler for implementation	217	1	5	3.91	.887	-.794	.671
The leader motivates positively our efforts	217	1	5	3.94	.826	-.693	.711
The leader creates objectives that are achievable in the future	217	1	5	3.96	.830	-.905	1.393
<b>Average Mean</b>				<b>4.002</b>	<b>0.786</b>	<b>-1.068</b>	<b>2.544</b>

**Source: Field Data, (2023)**

According to table 4.5, respondents were uncertain that the leader inspires employees at all organizational levels (N = 217, M = 4.11, SD = 0.750). Majority of respondents (N = 217, mean = 4.12, standard deviation = 0.686) were uncertain as to whether the leader promotes teamwork

among employees. In addition, respondents indicated that the leader motivates employees for good performance (N = 217, M = 3.95, SD = 0.753). Despite this, majority respondents (N = 217, mean = 4.03, standard deviation = 0.769) believed that the leader created a distinctive futuristic vision for county performance. Additionally, respondents agreed that the leader simplifies the implementation of complex issues (N = 217, mean = 3.91, standard deviation = 0.887). N = 217, mean = 3.94, standard deviation = 0.826, respondents concurred that the leader positively motivates their efforts (Mean = 3.94, Standard Deviation = 0.826). Still, respondents believed that future-oriented objectives are established by the leader (N = 217, mean = 3.96, standard deviation = 0.830).

Skewness and kurtosis analyses outcome for the inspirational motivation dimension are presented in table 4.5. The skewness values were noticed to range from -2 to +1, indicating a normal distribution without outliers. The average mean skewness value was -1.068, with all values below -1, suggesting a negatively skewed distribution. This means that there were more responses tending towards the highest rating (5) on the Likert scale than towards the lowest rating (1), resulting in a slightly smaller tail to the left.

Kurtosis values as far as the research is concerned fell in the normal range of distribution of -3 to +3. Kurtosis had excessive values which fell outside the normal range. Mean kurtosis value of 2.544, indicated a platykurtic and symmetrical distribution. Most of the responses tended towards the lower rating (1) for the inspirational motivation dimension items.

The overall average standard deviation score was 0.786, indicating a relatively well-distributed pattern of responses for the inspirational motivation dimension items. The results indicate that

there were variations in the way respondents indicated the extent of inspirational stimulation influenced county performance. The mean score for the inspirational motivation dimension was 4.002, indicating that the most of respondents settled that this variable played a significant role in influencing county performance.

Summarily, inspirational motivation dimension exhibited a normal distribution without outliers in terms of skewness. However, the kurtosis values indicated a departure from normal distribution. Majority of responses leaned towards the higher end of the Likert scale of 4 and 5, indicating an agreement that inspirational motivation significantly contributed to county government performance in SEKEB.

Works of Nyakawa (2021) corroborate with the results that a leader with a well-articulated organisational vision for the future, inspires employees at personal and team level leads to firm performance. Ogolla (2020) found out that an inspiring leader encouraged followers to work hard towards realizing organisational strategic intents and also align individual employees' goals to that of the organisation in general.

#### **4.4.4 Analysis of the Fourth Independent Dimension (Idealised Influence)**

The fourth research objective sought to establish the influence of idealized influence dimension on county government performance. Arithmetic mean formula ( $A = S/n$ ) was used to arrive at the average means (mean, standard deviation, skewness and kurtosis). A = arithmetic mean, S=

the sum total of items in the dataset and no = items being averaged. Table four point six (4.6) highlights descriptive analysis outcomes for the fourth independent variable (idealised influence)

**Table 4.6 Descriptive statistical outcome for idealised influence**

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Standard Deviation	Skewness	Kurtosis
The leader emphasizes the importance of having a collective sense of mission	217	1	5	4.16	.760	-1.678	5.448
The leader role models employees	217	1	5	4.09	.796	-1.341	3.307
The leader sets goals that are achievable	217	1	5	4.08	.886	-1.178	1.790
The leader willingly takes risks to achieve organisational performance	217	1	5	4.01	.910	-.729	-.012
The leader promotes economic cooperation in the regional block SEKEB	217	1	5	4.20	.869	-1.218	1.719
The leader is trusted by the employees	217	1	5	3.99	.902	-.947	1.061
The leader respects all people working for the organization	217	1	5	3.98	.879	-.987	1.146
The leader creates a sense of trust in the working environment	217	1	5	3.99	.905	-1.031	1.211
The leader creates a sense of pride in employees to work for the organisation	217	1	5	4.01	.877	-1.183	2.022
<b>Average Mean</b>				<b>4.056</b>	<b>0.865</b>	<b>-1.144</b>	<b>1.965</b>

**Source: Field data, (2023)**

The outcome of descriptive analysis results for idealised influence is show in 4.6 (table) above. Respondents held the stand that the significance of shared mission at work was paramount as directed by the leader (N = 217, mean = 4.16, standard deviation = 0.760). The majority of respondents (N = 217, mean = 4.09, standard deviation = 0.796) agreed that the leader serves as a model for employees. The majority of respondents (N = 217, mean = 4.08, standard deviation = 0.886) believed that leaders set attainable objectives. In addition, the respondents held divergent opinions regarding the leader's willingness to take risks in pursuit of organizational performance (N = 217, mean = 4.01, standard deviation = 0.910). Nonetheless, respondents indicated that the leader promotes economic cooperation in the SEKEB regional bloc (N = 217, mean = 4.20, standard deviation = 0.869). There are disparities regarding whether employees trust the leader (N= 217, mean = 3.99, standard deviation = 0.902).

Other respondents held the view that the leader respects all people working for the organisation (N= 217, mean = 3.98, standard deviation = 0.879). The respondents were still doubtful that the leader creates a sense of trust in the working environment (N= 217, mean = 3.99, standard deviation = 0.905). Additionally, there are doubts on whether the leader creates a sense of pride in employees working for the organisation (N= 217, mean = 4.01, standard deviation = 0.877). Overall, the mean score of idealised influence items was 4.056 as well as a standard deviation score of 0.865. This indicated that idealised influence dimension had been fully utilized by leaders for organisational performance at SEKEB counties.

Skewness and kurtosis analyses results for the idealized influence dimension are presented in table four point six. Skewness values ranged from -2 to +1, indicating a normal distribution

without outliers. The average mean skewness value was -1.144, with all values below -2, suggesting a negatively skewed distribution. This means that there were more responses tending towards the highest rating (5) on the Likert scale than towards the lowest rating (1), resulting in a slightly longer tail to the left.

Kurtosis values fell within the normal range (-3 to +3) and were not excessive indicating no outliers were found, hence approximately normal distribution was realised. Kurtosis mean score value was 1.965, suggesting a symmetric and platykurtic distribution. Most of the responses tended towards the higher ratings (5 and 4) rather than the lower rating (1). Overall, the distribution for the idealized influence dimension items was observed to be nearly perfect.

The general average standard deviation score was 0.865, indicating that the idealized influence dimension items were not dispersed widely. This suggests that there were some variations in the responses, but they were not highly diverse. The standard deviation score also indicated that respondents' perceptions of the influence of idealised influence on county performance were varied. The average score for the idealized influence dimension was 4.056, indicating that there was an agreement that idealised influence impacted on county performance.

It was concluded that the idealized influence dimension exhibited a normal distribution without outliers in terms of skewness. The kurtosis values indicated an approximately normal distribution with a symmetric and platykurtic pattern. Majority of respondents ticked 4 and 5, hence leaning towards the higher end of the Likert scale, indicating agreement that idealized influence had a statistical significantly contribution on county performance in SEKEB. The research findings



that idealised influence affected county performance are supported by Chacha (2020) and Leonard *et al.*, (2016) who indicated idealised influence had a positive substantial impact on the banking industry staff.

#### **4.4.5 Analysis of the Moderator (Innovation)**

The arithmetic mean formula ( $A = S/\text{no}$ ) was used to arrive at the average means (mean, standard deviation, skewness and kurtosis). A = arithmetic mean, S= the sum total of items in the dataset and no = items being averaged. Shown below in table four point seven (4.7) are descriptive statistical analysis results for the moderator (innovation).

**Table 4.7 Innovations’ Statistical Descriptive Analysis Outcome**

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
The county produces new products for sale	217	1	5	3.88	.920	-1.322	1.976
The county adopts new processes of services delivery to the local people	217	1	5	4.02	.760	-1.314	3.337
The county modifies its products always to meet customer needs	217	1	5	4.04	.838	-1.118	1.624
The county provides quality services to the local people	217	1	5	4.04	.844	-1.238	2.337
The county has good marketing strategy for its products	217	1	5	3.93	.868	-.813	.454
The county adopts new administrative system which is flexible to accept new changes	217	1	5	3.90	.865	-1.057	1.528
The county adopts new technologies to aid in manufacturing and processing of products	217	1	5	3.79	.939	-.899	.678
The county adopts new technological strategies for the delivery of services	217	1	5	3.86	.944	-1.242	1.686
The county readily accepts new ways of rendering services	217	1	5	3.84	.946	-1.062	1.214
The county is ready to work beyond her boundaries with other counties	217	1	5	3.96	.932	-1.380	2.449
<b>Average Mean</b>				<b>3.926</b>	<b>0.886</b>	<b>-1.145</b>	<b>1.728</b>

**Source: Field Data, (2023)**

Descriptive statistical examination outcome for innovation are shown above (table 4.7) Respondents were doubtful whether the county produces new products for sale (N= 217, mean = 3.88, standard deviation = 0.920). Respondents agreed that the county adopts new processes of service delivery to the local people (N= 217, mean = 4.02, standard deviation = 0.760).

Respondents agreed that customer needs were met through the continued modification of the county products (N = 217, Mean = 4.04, standard deviation = 0.838). Respondents maintained that county government provided quality services to the local people (N = 217, mean = 4.04, standard deviation = 0.844). Findings demonstrated that respondents held the view that the county has good marketing strategy for its products (N= 217, mean = 3.93, standard deviation = 0.868).

There is doubt in the respondents' views that the county adopts administrative system which is flexible to accept new changes (N= 217, mean = 3.90, standard deviation = 0.865). Respondents had the point that the county adopts new technologies to aid in manufacturing and processing of products (N= 217, mean = 3.79, = standard deviation = 0.939). Respondents indicated that the county governments adopted new technological strategies for delivery of services (N= 217, mean = 3.86, standard deviation = 0.944). The study revealed that the county readily accepts new way of rendering services (n = 217, M = 3.84, standard deviation = .946). Respondents were of the idea that the county was ready to work beyond her boundaries with other counties (N= 217, mean = 3.96, standard deviation = 0.932).

The outcome of the findings on the descriptive statistical analysis results as shown in table four point seven (4.7), demonstrates that skewness values did not contain any outliers and they fell within the normal range of -2 to +1. This suggests that the distribution was relatively normal. The average mean for skewness was found to be -1.145. All ten items had values below -2, indicating a negatively skewed distribution. This means that the distribution a shorter tail leaning slightly towards the left than to the right side, implying moderate symmetry and platykurtosis.

The negative skewness further suggests that there were more responses leaning towards 4 and 3 in a five-point Likert scale as compared to the lower end (1). Overall, the observations appeared to be approximately symmetrical.

Kurtosis values fell within the normal range (-3 to +3) and were not excessive indicating no outliers were found, hence approximately normal distribution was realised. Kurtosis mean score value was 1.728, suggesting a symmetrical and platykurtic distribution. Most of the responses tended towards the higher ratings (5 and 4) rather than the lower rating (1). Overall, the distribution for the moderator items was observed to be nearly perfect.

The general average standard deviation score was 0.886, indicating that the moderator items were not dispersed widely. This suggests that there were some variations in the responses, but they were not highly diverse. The standard deviation score (0.886) also indicated that respondents' perceptions of the influence moderation on county performance were varied. The average mean score for moderator was 3.926, indicating that there was an agreement that idealised influence impacted on county development agendas.

Corroborating with the results of the study is the work of Masood et al. (2013) who examined the effect of various categories of innovation and discovered positive effects for all types. Hojjat et al. (2018) examined the connection between organizational innovation and the performance of manufacturing firms, emphasizing on process and product innovation capabilities. Their findings revealed a correlation between innovation organization's better performances.

The result is in agreement with Kowo *et al.*, (2021) who investigated the effect of process innovation on organisational performance. The outcomes showed that process innovation had a significant effect on organisational performance. In support of the findings are Benedate and Kisinga (2019) assessed the influence innovation on the performance of logistic firms.

Kiptoo and Koech (2019) investigated the effect of strategic innovation on organisational performance of manufacturing firms in Kwale County, Kenya. The correlation and regression results showed that strategic innovation had a positive and significant relationship on the performance of manufacturing firms in Kwale County.

Kiveu (2017) sought to establish the effect of innovation on firm competitiveness. The study was based on Schumpeter's theory of entrepreneurship and innovation, the theory of the innovative firm, the resource based theory and the dynamic capabilities theory. The findings revealed that all the four types of innovation; product, process. Marketing and organisation had a positive effect on competition. The study also revealed that firm size had significant moderating effect on the relationship between innovation and competitive performance.

#### **4.4.6 Analysis of County Performance**

The research embarked on establishing county governments' performance in SEKEB. The arithmetic mean formula ( $A = S/\text{no}$ ) was used to arrive at the average means (mean, standard deviation, skewness and kurtosis). A = arithmetic mean, S = the sum total of items in the dataset and no = number of items averaged. Outcome of the results on analysis of county performance is described in table four point eight.

**Table 4.8 Descriptive Statistics Outcome for County Performance**

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
County projects are accomplished on time	217	3	5	4.17	.553	.059	-.011
The county government utilizes the resources for the purpose for which are planned	217	3	7	4.35	.697	.235	.437
The county residents have access to public services	217	2	6	3.92	.702	.035	.178
The county residents have access to county public utilities	217	3	6	4.06	.624	.188	.240
The county government ensures that her citizens participate in planning the projects	217	3	5	4.33	.553	-.048	-.705
County projects are equally distributed according to the need of local residents	217	3	5	4.10	.460	.376	1.407
<b>Average Mean</b>				<b>4.155</b>	<b>0.598</b>	<b>0.282</b>	<b>0.258</b>

**Source: Field Data, (2023)**

According to analytical results generated and shown in table four point eight (4.8) reveal the outcome of the descriptive statistical results for county performance. Respondents indicated

confidence that the top management implemented projects on schedule (N = 217; mean = 4.17; standard deviation = 0.553). Respondents agreed that people benefited from the county services (N= 217, mean = 3.92, standard deviation = 0.702) and that the county government effectively used its resources for the intended goals (N= 217, mean = 4.35, standard deviation = 0.697). According to the respondents (N = 217, mean = 4.06, standard deviation = 0.624) people accessed public utilities at the county level. The findings (N = 217, M = 4.33, standard deviation = 0.533) also showed that the county administration ensures community participation in project planning. Furthermore, according to respondents, county initiatives are properly dispersed based on the needs of the community (N = 217, mean = 4.10, standard deviation = 0.460).

Table 4.8's findings show that the value range of skewness ranged between -2 and +1, was reasonable and that there were no outliers. There was a normal distribution as a result. The findings showed that the average mean for skewness was 0.282. All the values were negative, indicating a distribution that was negatively skewed and had a tail to the left that was somewhat smaller than the tail to the right. More replies on the questionnaire were inclined towards 5 than those that tended toward 1 due to the negative skewness. The findings indicate that the observations were roughly symmetrical.

Furthermore, the kurtosis values showed a desirable range of 3 to +3, indicating that the data were distributed in a normal fashion. All of the organizational performance indicators in the research followed a kurtosis of 3, as indicated by the mean kurtosis value of 0.258. This predicts a symmetric and platykurtic distribution, with more votes cast for higher ratings (5 and 4) than for lower ratings (1 and 2). In general, a rather even distribution was seen.

The South Eastern Kenya Economic Bloc's County governments' mean standard deviation was 0.598, showing that respondents' perceptions on the amount to which organizational performance is impacted varied. The average rating for how well a company performed was 4.155. These results reveal that most respondents thought that county government performance in the South Eastern Kenya Economic Bloc was heavily influenced by organizational performance.

Datche's (2015) research found similar outcomes as found in the current research when after investigating the effect of transformative leadership on the performance of state businesses in Kenya while also accounting for the moderating function of employee engagement. This research showed that state-owned companies in Kenya benefited significantly from both transformative leadership and employee engagement.

The effects of a transformative leader on Equity Bank's performance in Kenya were investigated by Victorine (2017). The research results showed that transformative leadership in Equity Bank significantly predicted the bank's success. The research found that giving workers access to resources and encouragement were vital components for organisational success. In support of the current research findings is Jerobon et al's (2016) study conducted in Nandi county government in Kenya to examine the influence of transformational leadership on employee performance. The outcome demonstrated that transformative traits positively influenced performance.

Ogolla's (2020) corroborate with the findings of the study which showed that transformative style of leadership significantly as well as favorably affected organizational performance. These



studies collectively demonstrate that, whether in the banking industry, county government, or state companies, transformative style of leadership boosts organizational performance.

#### **4.5 Confirmatory Factor Analysis**

The study utilized factor analysis as a means of identifying the most pertinent and significant items for data analysis, while disregarding extraneous ones. Factor analysis was conducted to remove unwanted items from the questionnaire such that the needed ones are retained for regression analysis to continue. The research employed the Kaiser-Meyer-Olkin (KMO) measure to evaluate the adequacy of sampling and the reliability of research items, in order to guarantee the suitability of factor analysis. Furthermore, the assessment of the research instruments' validity was conducted through the utilization of Bartlett's test of Sphericity through which items to be retained or dropped were identified. The adequacy of the sampling was assessed using the KMO measure, which is a commonly used statistical tool. A KMO value between 0.5 and 1.0, with a significance level below 0.5, was considered indicative of the suitability of the factor analysis. In the event that the Kaiser-Meyer-Olkin (KMO) value falls below 0.5 or the significance level exceeds 0.5, factor analysis could not take place. The criterion for selecting significant items for factor analysis was a validity score of 0.5 or higher, as recommended by Fornell and Larcker in 1981.

KMO value of 0.5 or more was satisfactory for factor analysis to follow. Factor analysis was conducted for all the items of independent, moderator and dependent variables. The value equal to or above 0.7 (Cooper and Schinder, 2014) indicated that the variable items had satisfactory internal consistency to ascertain the satisfactory reliability. Data was suitable for inferential

analysis since the Eigen value was greater than one (1). Principal component analysis for all the variables of the study is shown in tables 4.9, 4.10, 4.11, 4.12, 4.13 and 4.14.

#### 4.5.1 PCA for Individualised Consideration

**Table 4.9 Factor Examination for Individualised Consideration**

<b>Component Matrix<sup>a</sup></b>		
	Component	
	1	
The leader provides mentorship opportunities	.720	
The leaders' interaction with employees takes into account their individual preferences	.724	
The leader reassures employees that obstacles will be overcome	.749	
The leader listens to employee concerns effectively	.771	
The leader is ready to develop employee personal strengths for performance	.789	
The leader takes care of my personal needs at the job place	.739	
The leader encourages aspire to do more to achieve targets	.784	
The leader provides learning opportunities for career development	.801	
The leader is keen	.671	
Extraction Method: Principal Component Analysis.		
a. Components extracted		
<b>Total Variance Explained</b>		
	Initial Eigen Values	
Total	5.075	
% of Variance	56.390	
Cumulative %	56.390	
<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of sampling Adequacy	.910	
Bartlett's Test of Sphericity	Approx. Chi-Square	950.287
	Df	36
	Sig.	.000

**Source: Field Data, (2023)**

Before conducting PCA on the nine items related to the individualized consideration dimension, their suitability was assessed using SPSS version 23. All the items in the individualized consideration dimension had scores above 0.5, indicating suitability for hypothesis testing. This was based on Kaiser-Meyer-Olkin's (KMO) value of 0.960 which was higher than the minimum threshold of 0.5 (as proposed by Kaiser, 1974). Based on these results, it was deemed satisfactory to proceed with factor analysis. The analysis revealed the presence of one factor in the individualized consideration dimension, as indicated by the demonstration of factorization with an eigenvalue of 5.075 which exceeded 1, which accounted for 56.390% variance. Therefore, factor analysis to continue, all items were retained.

## 4.5.2 PCA for Intellectual Stimulation

**Table 4.10 Factor Examination for Intellectual Stimulation**

<b>Component Matrix<sup>a</sup></b>		
	Component	
	1	
The leader accepts employee innovation that are geared towards improving performance	.652	
The leader involves employees in the process of addressing county problems	.780	
The leader encourages employees to approach old situations in new ways	.784	
The leader allows us to participate in decisions pertaining to our work	.787	
The leader encourages employees to try new approaches to fulfilling duties	.805	
The leader accepts different viewpoints to resolving problems	.782	
The leader accepts criticism for better performance and delivery of services	.745	
The leader encourages creative minds to develop and promote the services and services of the county	.777	
The leader allows me to re-examine critical issues to bring on board real solutions	.727	
The leader encourages autonomy of doing work that promotes performance and delivery of results	.750	
Extraction Method: Principal Component Analysis.		
a. 1 components extracted.		
<b>Total Variance Explained</b>		
Initial Eigen Values		
Total	5.775	
% of Variance	57.746	
Cumulative %	57.746	
<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.929
	Approx. Chi-Square	1181.854
Bartlett' Test of Sphericity	df	45
	Sig.	.000

**Source: Field Data, (2023)**

Using SPSS version 23, principal components analysis was performed on eleven parts of the intellectual stimulation dimension. PCA was only performed when it was determined that the data was suitable for analysis. The value of every item in the intellectual stimulation dimension was more than 0.5, with the exception of one. Therefore, after eliminating one (1) item, we were left with 10 for factor analysis. The correct values were determined by Chi-square (1181.854) which was more than 0.5 (Bartlett, 1954). Its matching p value was below than the threshold for statistical significance ( $p < 0.001$ ),  $KMO \geq 0.5$  (Kaiser, 1974) at a value of 0.929. Factor analysis was successful.

The outcomes of the analysis were satisfactory for performing factor analysis. This suggests that the factorization of one factor, specifically the intellectual stimulation dimension, was successfully demonstrated. Through principal component analysis, it was determined that there was only one component with an Eigen value Eigen value of 5.775 which exceeded 1. This component accounted for a consistent variance of 57.746. As a result, all factors were retained for further analysis because the items were correlated and deemed appropriate. The identified component explained a total variance of 57.75%.

### 4.5.3 PCA for Inspirational Motivation

**Table 4.11 Factor Examination for Inspirational Motivation**

<b>Component Matrix<sup>a</sup></b>	
	Component
	1
The leader inspires employees at all levels of the organization	.745
The leader encourages a spirit of team work among employees	.743
The leader motivates employees on good performance	.738
The leader creates a clear county vision for the future	.726
The leader makes difficult issues simpler for implementation	.790
The leader motivates positively our efforts	.790
The leader creates objectives that are achievable in the future	.776
Extraction Method: PCA.	
a. 1 component extracted.	
<b>Total Variance Explained</b>	
	Initial Eigen Values
Total	4.030
% of Variance	57.565
Cumulative %	57.565
<b>KMO and Bartlett's Test</b>	
Kaiser-Meyer-Olkin Measure of Measure of Sampling Adequacy	.859
	Approx. Chi
	Square
Bartlett's Test of Sphericity	684.381
	Df
	21
	Sig.
	.000

**Source: Field Data, (2023)**

Table 4.11 showed that 7 items for inspirational motivation dimension indicated factor loading that was more than 0.5 after being subjected to PCA using SPSS version 23. All the 7 items for the study variable scored more than 0.5 during factor loading and were all retained for further analysis. The findings still showed that KMO value for measuring sampling adequacy was 0.859 which was more than the given value of 0.5, validity was 684.381, P value of  $0.000 = \leq 0.05$ . Thus, data for inspirational motivation dimension was suitable for conducting factor analysis in this research.

The satisfactory approval of conducting factor analysis indicated demonstration of one (1) factor for inspirational motivation. PCA Eigen value of 4.030 exceeded 1, explaining the constant variance of 57.57%. The total variance of one component was explained by 57.57%.

#### 4.5.4 PCA for Idealised Influence Dimension

**Table 4.12 Factor Examination for Idealised Influence**

<b>Component Matrix<sup>a</sup></b>	
	Component
	1
The leader emphasizes the importance of having a collective sense of mission	.801
The leader acts as a role model to employees	.837
The leader sets goals that are achievable	.826
The leader willingly takes risks to achieve organisational performance	.775
The leader promotes economic cooperation in the regional block SEKEB	.717
The leader is trusted by the employees	.757
The leader respects all people working for the organization	.761
The leader creates a sense of trust in the working environment	.790
The leader creates a sense of pride in employees to work for the organisation	.807
<b>Total Variance Explained</b>	
<b>Initial Eigenvalues</b>	
Total	5.567
% of Variance	61.861
Cumulative %	61.861
<b>KMO and Bartlett's Test</b>	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.902
Bartlett's Test of Sphericity	Approx., Chi-Square 1190.274
	Df 36
	Sig. .000

**Source: Field Data, (2023)**

The idealised influence dimension consisting of nine elements was analyzed using PCA by employing SPSS version 23. Suitability analysis was performed before conducting PCA,



revealing that all items within the idealised influence dimension scored above 0.5, indicating their suitability for data analysis. Thus, everything was kept for factor analysis. When compared to the crucial value of 0.5 (Bartlett, 1954), the estimated Chi-square statistic of 1190.274 was much higher, p-value of 0.001 was  $\leq 0.05$ . In addition, the Kaiser-Meyer-Olkin value was .902, much over the minimum requirement of 0.5 established by Kaiser (1974). These findings validated the data's eligibility for use in factor analysis.

The findings of the factor analysis were encouraging, showing that one component could be extracted from the idealized influence dimension. The study of principal components showed that the constant variance of 61.861 could be explained by a single component with an Eigen value of 5.567 which exceeded 1. Items were found to be sufficiently connected and acceptable for factor analysis to justify keeping all factors. A total of 61.86 percent of the variation could be explained by the identified factor.

#### 4.5.5 PCA) for Innovation

**Table 4.13 Factor Examination for Innovation**

<b>Component Matrix<sup>a</sup></b>		
	Component	
	1	
The county produces new products for sale	.702	
The county adopts new processes of services delivery to the local people	.778	
The county modifies its products always to meet customer needs	.815	
The county provides quality services to the local people	.797	
The county has good marketing strategy for its products	.807	
The county adopts new administrative system which is flexible to accept new changes	.864	
The county adopts new technologies to aid in manufacturing and processing of products	.847	
The county adopts new technological strategies for the delivery of services	.852	
The county readily accepts new ways of rendering services	.835	
The county is ready to work beyond her boundaries with other counties	.836	
<b>Total Variance Explained</b>		
<b>Initial Eigenvalues</b>		
<b>Total</b>	<b>6.635</b>	
<b>% of Variance</b>	<b>66.350</b>	
<b>Cumulative %</b>	<b>66.350</b>	
<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of sampling Adequacy.		.926
	Approx. Chi-Square	1737.653
Bartlett's Test of Sphericity	Df	45
	Sig.	0.000

**Source: Field Data, (2023)**

The analysis included ten innovation-related factors that were exposed to PCA using SPSS version 23. Suitability analysis was conducted before the PCA and revealed that all innovation dimension items scored above 0.5, indicating their suitability for data analysis. There was no item that was dropped after factor analysis. The Chi-square statistical value was at 1737.653 , p Value  $\leq 0.05$ . Moreover, the Kaiser-Meyer-Olkin (KMO) value was 0.926, exceeding the 0.5 threshold (Kaiser, 1974). These results demonstrated the suitability for factor analysis.

The satisfactory results of the factor analysis revealed the factorization of one factor within the dimension of moderator innovation. Principal component analysis revealed the existence of a singular component with an Eigen value of 6.635 exceeding 1, which accounted for a constant variance of 66,350. All factors were therefore retained for analysis. The identified component accounted for 66.35 percent variance.

#### 4.5.6 PCA for County Performance

**Table 4.14 Factor Examination for County Performance**

Rotated component Matrix <sup>a</sup>		
	Component	
	1	2
The county projects are completed on time	.640	
The county government utilizes the resources for the purpose for which are planned		.506
The county residents have access to public services	.564	
The county residents have access to county public utilities	.596	
The county government ensures that her citizens participate in planning the projects		.654
County projects are equally distributed according to the need of local residents		.603
a. Rotation converged in 3 iterations		
Total Variance Explained		
	Initial Eigenvalues	
Total	1.199	1.133
% of Variance	19.982	18.881
Cumulative %	19.982	38.863
KMO and Bartlett's Test KMO		
Kaise-Meyer-Olkin Measure of sampling adequacy		.505
	Approx. Chi-Square	50.847
Bartlett's Test of Sphericity	Df	15
	Sig.	.041

**Source: Field Data, (2023)**

PCA was applied to seven organizational performance factors using SPSS version 23. Prior to using PCA, the appropriateness for data analysis was determined. Each organizational performance component received a rating over 0.5. Because of this, all elements were kept for factor analysis. The Chi-square statistics (50.847) was determined which had a higher value of more than 0.5 (Bartlett's 1954), p value of  $0.001 \leq 0.05$ . According to Kaiser (1974), the KMO value of 0.505 which is higher than 0.5 was acceptable for analysis to continue. The outcomes met the requirements for factor analysis.

The outcomes showed that there are two aspects that influence how well an organization performs. Two components with Eigen values (1.199 and 1.133) greater than one were identified via principal component analysis, accounting for 19.982 and 18.881 of the observed variance, respectively. The number of items was cut down using factor analysis into more manageable groups that have common traits and can account for the observed variance in the variables. The two factors together accounted for 38.86% of the observed variance.

## **4.6 Inferential Analysis**

### **4.6.1 Diagnostic Tests for Regression Assumptions**

In the current study, tests of normality, linearity, autocorrelation, multicollinearity and homoscedasticity were calculated. The main reason for conducting these tests was to find out that the field data fulfilled the assumptions of the study requirements. The tests helped to establish the extent of prediction (+ or -). Diagnostic tests showed that the coefficients for all the variables helped develop the models for the research. On unit increase in an independent variable

as moderated by innovation resulted to a singular unit increase to county government performance. This affirmation of supported by Garson (2012), Hayes (2013) and ,Greenland et al., (2016).

Therefore, diagnostic tests became the threshold for testing prediction, variations and influence on dependent variable and the effect of the moderator (innovation) between independent variables and the dependent variable (county performance).

#### 4.6.1.1 Normality test

Normality test was conducted involving the following tests Shapiro-Wilk, Kolmogorov and histogram. The results are shown in table 4.15 and figure 4.1

**Table 4.15 Normality Test Results**

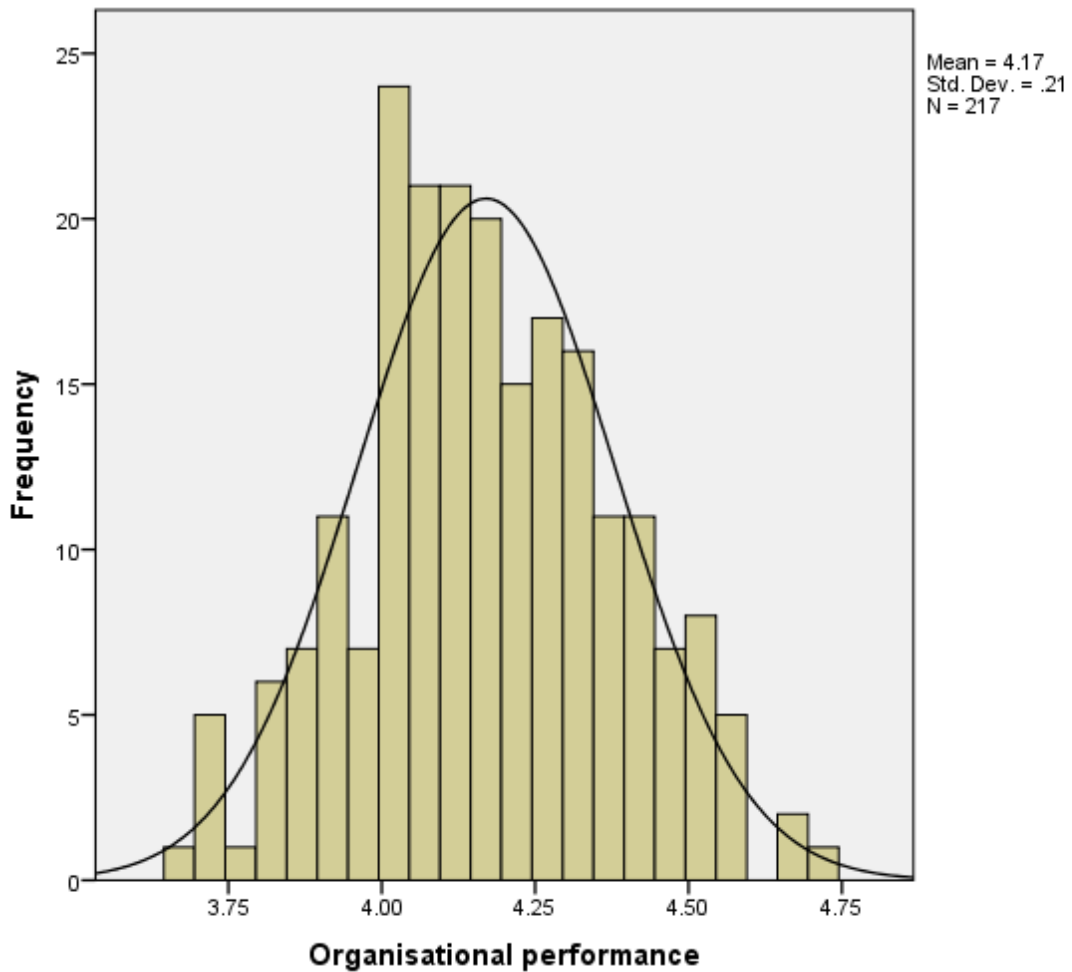
	Test of Normality					
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Organisational performance	.039	217	.200*	.994	217	.469

\*.This is a lower bound of the true significance

a. Correction Lilliefors Significance

**Source: Field Data, (2023)**

Normality test results are revealed in table 4.15. Results show the significance values of Shapiro-Wilk and Kolmogrov – Smirnov test were greater than 0.05, explaining a normal distribution. This demonstrates that data for research variables; independent and dependent variable were normally distributed. The other test supporting assumption of normality was done using the histogram as shown in figure 4.1



**Figure4.1: Histogram**

Normality test, Figure 4.1 above, demonstrates a symmetrical histogram which has a bell shape. This indicated that the data was normal for conduction correlation, simple, multiple and hierarchical regressions. The values of the residuals were plotted and a normal curve with a bell shape was produced indicating that errors were normally distributed. Hence, data was normally distributed as well.

#### 4.6.1.2 Linearity Test

Linearity test was conducted and tested using SPSS (Garson, 2012) version 23 and the outcome is illustrated below in table 4.16

**Table 4.16 Linearity Test Results**

		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Organisational Performance	Deviation from Linearity	7.797	3	2.599	2.525	.083
*Individualised Consideration						
Organisational Performance	Deviation from Linearity	4.001	3	1.334	.946	.435
*Intellectual Stimulation						
Organisational Performance	Deviation from Linearity	6.898	3	2.299	2.155	.121
*Inspirational Motivation						
Organisational Performance	Deviation from Linearity	2.115	3	.705	.629	.604
*Idealised Influence						
Organisational Performance	Deviation from Linearity	.600	2	.300	1.475	.251
*Innovation						

**Source: Field Data, (2023)**



Illustrated in table 4.6 are linearity test outcomes showing that all the predictions had values more than 0.05. Indicating linearity assumption test was met, that is, there was a linear relationship between organisational performance and individualised consideration ( $F = 2.525$ ,  $p = 0.083$ ), organisational performance and intellectual stimulation ( $F = 0.946$ ,  $p = 0.435$ ), organisational performance and inspirational motivation ( $F = 2.155$ ,  $p = 0.121$ ), organisational performance and idealised influence ( $F = 0.629$ ,  $p = 0.604$ ) and organisational performance and innovation ( $F = 1.475$ ,  $p = 0.251$ ).

#### 4.6.1.4 Multicollinearity Test

Variance Inflation Factor (VIF) and tolerance values (Garson, 2012) were used in testing the assumption of multicollinearity. When dependent variables are highly correlated with each other it is an indication for the occurrence of multicollinearity. The results are show in table 4.18.

**Table 4.17 Multicollinearity Analysis Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Individualised consideration	.517	1.936
Intellectual stimulation	.618	1.617
Inspirational motivation	.685	1.460
Idealised influence	.764	1.309
<b>Mean Tolerance values and VIF</b>	<b>0.646</b>	<b>1.5805</b>

a. Dependent Variable : Organisational Performance

**Source: Field Data, (2023)**

Variance inflation factor (VIF) outcomes in table 4.18 ranged from the average of 1.5805, ranging from 1.309 to 1.936, which is less than 10 ( $VIF \leq 10$ ) (Garson, 2012, Hair et al., 2014). Also, the tolerance values' average of 0.646 was above 0.1 (Garson, 2012, Hair et al., 2014). The outcomes of VIF test indicated that there was no problem of multicollinearity.

#### 4.6.1.5 Homoscedasticity Test

Homoscedasticity occurs variance of residuals is constant. It is an assumption that the variation in the residuals (or the amount of error in the table) is similar at each point across the model. The assumption was tested by use of SPSS version 23 to produce a special scatter plot that included the whole model and not just an individual predictor. The results for the test are shown in figure

4.2

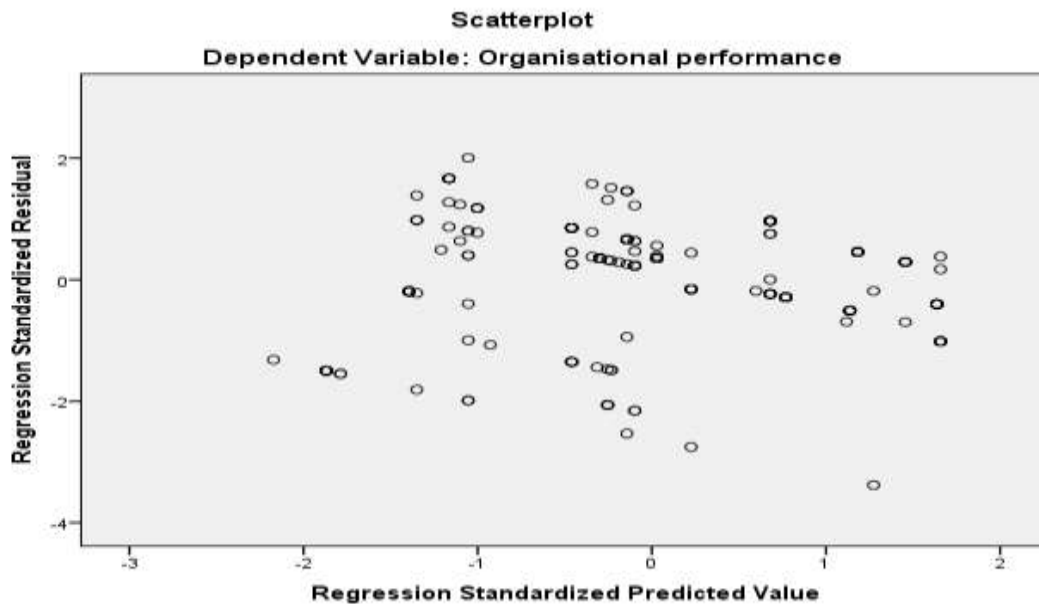


Figure4. 2: A Figure Showing Homoscedasticity Plot Chart

Figure 4.2 shows a scatter plot that demonstrates that the circles are equally distributed below and above zero on x-axis, and to the right and left on the y-axis. The results reveal that assumption test of homoscedasticity was achieved.

#### **4.6.2 Correlation Analysis**

The relation between variables was checked by running the correlation matrix. The research utilized Pearson Product Moment Coefficient ( $r$ ) to authenticate the strength of the relationship between the study variables (transformational leadership dimensions and organisational performance). Transformational leadership dimensions consisted of statements that wanted to measure the degree to which leaders of county governments of SEKEB had applied these dimensions in the organisational performance. Scientifically, coefficient ( $r$ ) values range between  $+1$  and  $-1$ . An  $R$  value  $+0.6 - +1$  shows a strong, positive and significant relationship,  $R$  values of  $+0.3 - +0.59$  show a moderate positive relationship,  $+0.1 - +0.29$  shows a weak relationship whereas a value of zero ( $0$ ) indicates no relationship between the constructs.

Validity of the research variables was determined by running the correlation matrix. Ideally, research constructs are supposed to be correlated with each other. Meaning that the closer they are to  $+1$ , it meant research items were highly and positively correlated with each other. The values which were close to  $-1$ , meant that they were highly and negatively correlated with each other. Table 4.18 reveal that the correlation results in the relationship between research variables was weak, moderate and positive. Hence the results demonstrated that the research instrument had a high level of internal validity.

**Table 4.18 Results of Correlation Analysis**

		Individualised consideration	Intellectual stimulation	Inspirational motivation	Idealised influence	Organisational performance
Individualised Consideration	Pearson Correlation	1				
	Sig. (2- tailed)					
	N	217				
Intellectual Stimulation	Pearson Correlation	.513**	1			
	Sig. (2- tailed)	.000				
	N	217	217			
Inspirational Motivation	Pearson Correlation	.387**	.461**	1		
	Sig. (2- tailed)	.000	.000			
	N	217	217	217		
Idealised Influence	Pearson Correlation	.442**	.255**	.392**	1	
	Sig. (2- tailed)	.000	.000	.000		
	N	217	217	217	217	
Organisational Performance	Pearson Correlation	.319**	.082	.198**	.526**	1
	Sig. (2- tailed)	.000	.232	.003	.000	
	N	217	217	217	217	217

\*\*Correlation is Significant at the 0.01 Level (2-tailed)

**Source: Field Data, (2023)**

Outcomes in table 4.18 shows a moderate, favorable as well as significant link between individual care and organizational success ( $r = .319^{**}$ ,  $N = 217$ ,  $p = 0.000$ ). The intellectual stimulation component was weakly positively associated with organizational effectiveness ( $r = .082$ ,  $N = 217$ ,  $p = 0.232$ ). Inspirational motivation had a positive modest correlation ( $r = .198^{**}$ ,

N = 217) and statistically significant (p 0.003). Idealized influence was shown having a moderately positive as well as statistically significant association with the other dimensions ((r = 526\*\*, N = 217, p = 0.000). The outcome still indicated that transformational leadership traits showed a statistically significant correlation with county government performance.

#### **4.7 Regression Analysis**

The hypotheses of research were that county performance of SEKEB counties was affected by the aspects of transformational leadership. The study also intended to determine how innovation influences the strength of this correlation. Regression analyses; simple linear regression, multiple linear regressions and hierarchical regression were used to examine these assumptions. Regression analysis test was done to investigate the impact of leaders' idealized influence, as well as the effects of followers' personalized attention to the leader, the leader's intellectual stimulation, the leader's inspiring motivation, and the organization's performance. The four aspects of transformative leadership were then regressed against innovation, the moderating factor. This was done so that the moderating effect of innovation in the connection among variables could be assessed.

Regression analysis was performed at the 95% confidence level with the P value of 0.0 5 indicated a statistically significant relationship between variables. The p value of more than ( $\geq$ ) 0.05 indicated that the relationship was not significant. The F value indicated the overall model's fitness to predict county performance in SEKEB. Beta values (t) showed the significance level of each individual variable of the study. The R showed the power of correlation between

independent variables of the study. The  $R^2$  value indicated the extent to which organizational performance was explained by change in independent variables and indicated the joint prediction of all independent variables. The  $R^2$  was also considered when checking the variability in simple regression (bivariate). The Adjusted R square considered more than one variable (multivariate) in a multiple regression. That is, it considered the multiplicity in variability more especially with the inclusion of the moderator variable. Adjusted R square value was used to find the degree of increase when the moderator (innovation) was included in the relationship between transformational leadership dimensions and county performance. The findings showed a positive, moderate, weak or insignificant result when F calculated values were more than the F critical values. The Beta ( $\beta$ ) values showed a positive or negative influence of the predictor variables (transformational leadership dimensions on the response variable (organizational performance)). The unstandardized coefficients (B) were used to formulate the regression models. The standardized coefficients ( $Beta = \beta_1 - \beta_4$ ) were used to explain how a singular unit increase in independent variables resulted to a unit increase on the dependent variable (organizational performance). Standardized coefficients also helped to find the independent variable which scored the highest and least values after the inclusion of the moderator (innovation). A one-way analysis of variance was conducted for the simple regression while a two-way analysis of variance was conducted for multiple regressions.

#### **4.7.1 Influence of Individualised Consideration on County Government Performance**

Objective one (1) was set to establish the influence of individualised consideration of the leader on the performance of county governments in SEKEB. The prediction of the first objective was that individualised consideration did not have a statistically significant influence on

organisational performance. To establish the relationship, simple regression model was employed between the first variable and the dependent variable. The model below was used to test the hypothesis;

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots \dots \dots i$$

The following table (4.19a) gives the model summary which indicates the findings of the strength of correlation (r) between individualised consideration and county performance. The R square value shows to what percentage individualised consideration accounted for change in county governance.

**Table 4.19a Summary Model for Individualised Consideration on County Government Performance**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319 <sup>a</sup>	.102	.097	.8226

a. Predictors (Constant), Individualised Consideration

**Source: Field Data, (2023)**

Simple regression examination was done to test the extent of variation on county performance when individualised consideration was regressed against it. The end result in table 4.19a show that IC had R squared ( $R^2$ ) of .102). The outcome indicated that individualised consideration dimension accounted for ten point two percent (10.2%) of the change in county performance. The ANOVA results were calculated for individualised consideration to decide how appropriate the model of the study was fit to predict county performance in SEKEB and findings are presented in table 4.19b.

**Table 4.19b ANOVA for Individualised Consideration on County Government Performance**

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	16.365	1	16.365	24.180	.000 <sup>b</sup>
1 Residual	144.829	214	.677		
Total	161.194	215			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Individualised Consideration

**Source: Field Data, (2023)**

Results in table 4.19b show that ANOVA model was favourable to predict performance through individualised consideration. Conventionally, when the value of calculated F is more than the value of critical F, it demonstrates that the model is fit for the response variable to be predicted by the predictor variable. The outcome results of the said table indicate F-calculated value (24.180) at the confidence level of 95% (0.05) is greater than the critical value of 3.84 (1, 216). It is therefore inferred that individualised consideration positively and significantly predicted organisational performance. This resulted to non-acceptance (rejection) of the first hypothesis (H<sub>01</sub>). It was concluded that individualised care of a leader significantly effected county government performance.



Supporting this finding, Ngaithe et al. (2016) conducted a study focusing on the effect of individualized consideration on performance of state-owned enterprises (SOEs) in Kenya. The study found that the staff were mentored, listened to and were given learning opportunities. Their findings demonstrated a strong correlation between individualized consideration and staff performance. Additionally, individualized consideration was found to significantly predict staff performance. Consequently, the study concluded that individualized consideration has a positive and significant impact on enhancing the performance of staff in Kenyan SOEs.

The findings are consistent with the research conducted by Bahati et al. (2019), which revealed that individualized consideration positively and significantly influenced sector performance in Tanzania. The authors of that study recommended that leaders in public institutions to uphold acknowledge and recognise employees' efforts, involving them in decision-making processes, and providing mentorship and coaching. Based on these findings, it can be concluded that individualized consideration has a statistically significant and positive impact on the performance of county governments in SEKEB. The coefficient results for individualised consideration on county performance are presented in table 4.19c below.

**Table 4.19c Individualised Consideration’s Coefficients on County Government Performance**

<b>Coefficients<sup>a</sup></b>						
Model	Unstandardized Coefficients		Standardized	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.730	.255		6.776	.000
	Individualised Consideration	.338	.069	.319	4.917	.000

a. Dependent Variable: Organisational performance

**Source: Field Data, (2023)**

Coefficient results (table 4.19c) demonstrate the constant ( $\beta_0 = 1.730$ ) meaning that county government performance in SEKEB would be at 1.730 when all factors were kept constant. Unstandardized coefficient results at zero led to 0.338 increases in county performance which was accrued from one unit higher in individualised consideration. The prediction of county performance ( $\beta_1 = 0.319$ ,  $P \leq 0.05$ ) was produced from one unit increase of individualised consideration. Individualised consideration significantly affected the outcome of county government performance. The coefficients results yielded a simple regression model illustrated below;

$$Y = 1.730 + 0.338IC.$$

#### **4.2.7 Influence of Intellectual Stimulation on County Government Performance**

The prediction of the second objective stated that intellectual enlightenment did not have a statistically significant effect on county performance. To establish the effect, simple regression analysis was conducted between the second variable (intellectual stimulation) and the dependent variable (county government performance). The hypothesis was tested using the model below;

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots \dots \dots \text{ii}$$

The following table (4.20a) gives the model summary which indicates the findings of the strength of correction (r) between intellectual stimulation and county performance. The R square value shows to what percentage intellectual stimulation accounted for change in county governance.

**Table 4.20a Summary Model for Intellectual Stimulation on County Government Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.082 <sup>a</sup>	.007	.002	.86500

a. Predictors: (Constant), Intellectual Stimulation

**Source: Field Data, (2023)**

Simple regression examination was done to test the extent of variation on county performance when intellectual stimulation was regressed against it. Summary model results in Table 4.20a shows R squared ( $R^2 = .007$ ). This means that 0.7% explained the change in county government performance in SEKEB. The ANOVA results were calculated for intellectual stimulation to decide how appropriate the model of the study was fit to predict county performance in SEKEB. The ANOVA results were calculated for intellectual stimulation to decide how appropriate the model of the study was fit to predict county performance in SEKEB and findings are presented in table 4.20b.

**Table 4.20b ANOVA for Intellectual Stimulation on County Government Performance**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	1.076	1	1.076	1.438	.232 <sup>b</sup>
1	Residual	160.118	214	.748		
	Total	161.194	215			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Intellectual Stimulation

**Source: Field Data, (2023)**

ANOVA research results in table 4.20b shows unfit model not favouring the prediction of performance through intellectual stimulation. Conventionally, when calculated F-value is less than the F-critical value, it demonstrates that the model is not fit for the response variable to be predicted by the predictor variable. The research results of the said table show that the F-calculated value (1.438) at the confidence level of 95% (0.05) is less than the F-critical value of 3.84 (1, 216). It is therefore inferred that intellectual stimulation did not have a positive and significant prediction on organisational performance. This resulted to the support (non-rejection) of the null hypothesis ( $H_{02}$ ).

Contrary to the findings is Komakech et al's., (2021) study who found that employee efforts are attracted and sustained for the benefit of organisational development when the transformative leadership is receptive of employee contributions. The coefficient results for intellectual stimulation on county government performance are presented below in table 4.20c;

**Table 4.20c Coefficients for Intellectual Stimulation on County Government Performance**

Model	Coefficients <sup>a</sup>				
	Unstandardized		Standardized	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.760	.173		15.996	.000
1 Intellectual stimulation	.058	.048	.082	1.199	.232

a. Dependent Variable: Organisational Performance

**Source: Field Data, (2023)**

Coefficient results of intellectual stimulation demonstrate the constant value of 2.760 ( $\beta_0$ ) meaning that county government performance in SEKEB would be at 2.760 when all factors were kept constant. Unstandardized coefficient results at zero led to 0.058 increases in county performance which was accrued from one unit higher in intellectual enlightenment. The prediction of county performance ( $\beta_2 = 0.082, P \geq 0.05$ ) was produced from one unit increase of intellectual enlightenment. Intellectual stimulation did not significantly affect the outcome of county government performance. The coefficients results yielded a simple regression model illustrated below;

$$Y = 2.760 + 0.058IS.$$

#### **4.7.3 Influence of Inspirational Motivation on County Government Performance**

The third objective was conceptualized to establish the effect of inspirational leadership on county government performance in SEKEB. It was hypothesized that inspirational motivation did not have statistical significant influence on county performance. To establish the relationship, simple regression model was employed between the third variable and the dependent variable.

The model below was used to test the hypothesis for the first variable;

$$Y = \beta_0 + \beta_1X_1 + \epsilon \dots \dots \dots \text{iii}$$

The following table (4.21a) gives the model summary which indicates the findings of the strength of correction (r) between inspirational motivation and county performance. The R square value shows to what percentage inspirational motivation accounted for change in county governance.

**Table 4.21a Summary Model for Inspirational Motivation on County Government Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.198 <sup>a</sup>	.039	.035	.85072

a. Predictors (Constant), Inspirational Motivation

**Source: Field Data, (2023)**

Simple regression examination was done to test the extent of variation on county performance when inspirational motivation was regressed against it. Outcome of the findings in table 4.21a indicate the determination of summary model ( $R^2 = 0.039$ ) particularized that inspirational motivation explained 3.9 % variation in county governments' performance while the remaining 96.1% would be explained by other factors. The ANOVA results were calculated for inspirational motivation to decide how appropriate the model of the study fitted to predict county performance in SEKEB. The outcomes of ANOVA findings are presented in table 4.21b

**Table 4.21b ANOVA for Inspirational Motivation on County Government Performance**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	6.317	1	6.317	8.729	.003 <sup>b</sup>
1	Residual	154.877	214	.724		
	Total	161.194	215			

a. Dependent Variable: Organisational Performance

b. Predictors (Constant), Inspirational Motivation

**Source: Field Data, (2023)**

ANOVA results for inspirational motivation (table 4.21b) proved favourable for predicting performance through inspirational motivation. Conventionally, the greater value of F- calculated value is than the value of critical F, it demonstrates that the model is fit for the response variable to be predicted by the predictor variable. The results of the said table show that the F-calculated value (8.729) at the confidence level of 95% (0.05) was greater than the critical value of 3.84 (1, 216). It is therefore inferred that inspirational motivation positively and significantly predicted organisational performance. This resulted to non-acceptance (rejection) of the null hypothesis ( $H_{03}$ ).

The results are in agreement with previous studies. Zameer et al., (2014) found that inspirational motivation played a vital role towards the performance of employees in the beverage industry in Pakistan. Smith et al., (2017) found that employee inspirational motivation significantly affected organisational performance when the firm's vision was clear. Muogbo (2013) found out that there existed a strong relationship between inspirational motivation and organisational performance. Further, the results revealed that extrinsic motivation extended to workers significantly affected performance. That is, when employees are provided with learning opportunities. It is recommended that adoption of intrinsic rewards in their various forms enhances productivity when extended to the workers.

The result is consistent with Mugambi and Obere (2021) who found that health sector NGOs' performance in Nairobi County was as a result of inspirational motivation influence. The research's results indicated a strong positive and significant relationship between inspirational

motivational and organisational performance. The results revealed that when inspirational motivation increased by one unit, the performance of health sector NGOs in Nairobi County, Kenya, increased by 0.672 (67.2%).

The obtained results align with the findings of Benta et al. (2018), who investigated the impact of inspirational motivation on organizational performance in regulatory state corporations in Kenya. Their study revealed a positive and significant correlation between inspirational motivation and employee performance ( $r = 0.894$ ,  $p < 0.000$ ,  $p < 0.05$ ). Additionally, inspirational motivation was found to significantly predict employee performance.

The obtained results are consistent with Janet et al. (2021), who explored how inspirational motivation affected academic performance of selected universities in Kenya. Their study found a significant positive effect of inspirational stimulation on academic performance at a significance level of  $p < 0.05$ , with a t-value of 8.057. This aligns with the current study's findings regarding the positive influence of inspirational motivation on organizational performance in county governments within the SEKEB. Contrary to the study's findings study is Shadrack et al. (2022) work which looked into the impact of inspirational motivation on the performance of the National Government in Kenya. Although the direction of the relationship is consistent with the current study, the specific findings regarding significance levels differ. The coefficient results for inspirational motivation on county government performance are presented in table 4.21c below.



**Table 4.21c Coefficients for Inspirational Motivation on County Government Performance**

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

a. Dependent Variable: Organisational performance

**Source: Field Data, (2023)**

Coefficient results (table 4.21c) demonstrate the constant ( $\beta_0 = 2.506$ ), meaning that county government performance in SEKEB would be at 2.506 when all factors were kept constant. Unstandardized coefficient results at zero led to 0.137 increases in county performance which was accrued from one unit higher in inspirational stimulation. The prediction of county performance ( $\beta_3 = 0,198, P \leq 0.05$ ) was produced from one unit increase of inspirational stimulation. Inspirational stimulation significantly affected the outcome of county government performance. The coefficients results yielded a simple regression model illustrated below;

$$Y = 2.506 + 0.137IM.$$

#### **4.7.4 Influence of Idealised Influence on County Government Performance**

The fourth hypothesis' prediction was that idealised influence did not affect county performance. To establish the relationship, simple regression model was employed between the fourth variable and the dependent variable. The model below was used to test the hypothesis;

$$Y = \beta_0 + \beta_1X_1 + \epsilon \dots \dots \dots \text{iv}$$

The following table (4.22a) gives the model summary which indicates the findings of the strength of correlation (r) between idealised influence and county government performance. The R square value shows to what percentage idealised influence accounted for change in county governance.

**Table 4.22a Summary Model for Idealised Influence on County Government Performance**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.526 <sup>a</sup>	.277	.237	.73811

a. Predictors: (Constant), Idealised Influence

**Source: Field Data, (2023)**

Simple regression examination was done to test the extent of variation on county performance when idealised influence was regressed against it. Results in table 4.22a show that idealised influence had ( $R^2 = .277$ ), meaning that idealised influence describes 27.7% of the change in organisational performance. The ANOVA results were calculated for idealised influence to decide how appropriate the model of the study was fit to predict county performance in SEKEB and findings of idealised influence are presented in table 4.22b

**Table 4.22b: ANOVA for Idealised Influence on County Government Performance**

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	44.607	1	44.607	81.877	.000 <sup>b</sup>
Residual	116.587	214	.545		
Total	161.194	215			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Idealised Influence

**Source: Field Data, (2023)**

Results of ANOVA table 4.22b show the model was favourable to predict performance through idealised influence. It demonstrates that the model is fit for the response variable to be predicted by the predictor variable. The results of the said table show that the F-calculated value (81.877) at the confidence level of 95% (0.05) is higher than the critical value at 3.84 (1, 216). It is therefore inferred that idealised influence positively and significantly predicted organisational performance. This resulted to non-acceptance null hypothesis  $H_{04}$ .

These findings are consistent with the works of Kwasi and Seth (2018), which discovered that idealized influence significantly increased workers' likelihood of complying with and taking part in safety procedures. According to research conducted by Langat et al. (2017), idealized influence is a strong predictor of how well a person will do in their position. Idealized influence substantially influenced organizational commitment, according to research by Angela et al.

(2017). The idealized influence of the CEO was discovered by Nyokabi et al., (2017) to strongly predict the performance of top managers.

Consistent with Shadrack et al.'s findings, this study revealed a robust and statistically significant relationship between idealized influence and organizational performance in the National Government Administration ( $r = 0.517, p < 0.05$ ). The results suggest that an increase in idealized influence is associated with improved performance within the National Government Administration. Therefore, enhancing idealized influence behaviors among leaders has the potential to positively impact organizational performance in the National Government Administration context.

The findings corroborate with Ogola et al. (2017), who evaluated the impact of idealized influence on employee performance in Kenyan small and medium-sized businesses. According to the data, idealised influence strongly influenced employee work performance. The findings are consistent with the findings of Ngaithe et al. (2016), who investigated the impact of idealized influence on the performance of employees in Kenyan state-owned firms. The coefficient results for idealised influence on county government performance are presented in table 4.22c below.

**Table 4.22c: Coefficients for Idealised Influence on County Government Performance**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.537	.164		9.347	.000
1 Idealised Influence	.438	.048	.526	9.049	.000

a. Dependent Variable: Organisational Performance

**Source: Field Data, (2023)**

Coefficients outcome demonstrate the constant ( $\beta_0 = 1.537$ ) meaning that county government performance in the study area would be at 1.537 when all factors were kept constant. Unstandardized coefficient results at zero led to 0.438 increases in county performance which was accrued from one unit higher in idealised influence. The prediction of county performance ( $\beta_4 = 0.526$ ,  $P \leq 0.05$ ) was produced from one unit increase of idealised influence. Idealised influence significantly affected the outcome of county government performance. The coefficients results yielded a simple regression model illustrated below;

$$Y = 1.537 + 0.438II.$$

#### **4.7.5 Combined Effect of Transformational Leadership on County Government Performance**

The findings established the combined effect of the study variables in SEKEB. To establish the existence of the relationship between organisational performance (dependent variable) and transformational leadership dimensions (individualised consideration, intellectual stimulation, inspirational motivation and Idealised influence) (Independent variable), a multiple regression analysis was run. The findings of the combined effect are presented on tables 4.23 a, b and c respectively.

**Table 4.23a: Summary Model for transformational Leadership on County Government Performance**

Model Summary				
Model	R	R Square	Adjusted R square	Std. Error Std. of Estimate
1	.546 <sup>a</sup>	.298	.285	.73221

a. Predictors: (Constant), Idealised Influence, Intellectual Stimulation, Inspirational Motivation, Individualised Consideration

**Source: Field Data, (2023)**

The summary model outcome R square value (.298) shows the results which indicate that the combined predictions of all independent variables accounted for 29.8% change in county government performance in the SEKEB. This suggests that additional factors not investigated in this study might explain 70.2% of the variance in county government performance in the SEKEB. The ANOVA outcome in table 4.23b below illustrates the results of the influence of the combined independent variables on county performance (dependent variable).

**Table 4.23b: ANOVA for Transformational Leadership on County Government Performance**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	48.070	4	12.017	22.415	.000 <sup>b</sup>
Residual	113.124	211	.536		
Total	161.194	215			

a. Dependent Variable: Organisational Performance

b. Predictors (Constant), Idealised Influence, Intellectual Stimulation, Inspirational Motivation, Individualised Consideration

**Source: Field Data, (2023)**

Outcome results of ANOVA test model were favourable for the combined prediction of county performance through the independent variables. Conventionally, when the calculated F-value was more than the F critical value, it demonstrated that the model was fit for the response variable to be predicted by the predictor variables. The results of the said table show that the F-calculated value (22.415) at the confidence level of 95% (0.05) was greater than the critical value of 3.84 (4, 213). It is therefore inferred that the independent variables positively and significantly predicted organisational performance.

According to Jiang *et al.*, (2017) the degree of transformational leadership influencing employee performance was sustainable when appropriately applied. The study results are in agreement with Azlin *et al.*, (2016) who analysed the relationship between the dimensions of transformational leadership and business performance. The findings indicated that the correlation between the variables was positive and significant. Supporting the results, Niveen *et al.*, (2020) found that organisational performance was greatly influence by transformational leadership.

Further support of these findings is Conrad *et al.*, (2013) who established a relationship between transformational leadership style and performance in sales of sales of selected industries. The findings revealed that transformational leadership style had a remarkable influence on the performance of sales. Mathede and Karim (2022) examined the transformational role of work performance among beverage's manufacturing companies. Jerobon *et al.*, (2016) works found that there existed a positive relationship between transformational leadership and firm performance.

Coefficients results in table 4.23c displays the beta values of each transformational dimension operating jointly with other dimensions.

**Table 4.23c Coefficients for Transformational Leadership on County Government Performance**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.300	.239		5.442	.000
Individualised Consideration	.181	.077	.171	2.351	.020
1 Intellectual Stimulation	-.092	.050	-.130	-1.824	.070
Inspirational Motivation	.002	.048	.003	.050	.960
Idealised Influence	.402	.056	.482	7.220	.000

a. Dependent Variable: Organisational Performance

**Source: Field Data, (2023)**

Coefficient for transformational leadership outcome estimation revealed that idealised influence scored the highest value, indicating positive, and statistically significant influence on county governments' performance in SEKEB ( $\beta_4 = 0.482, P \leq 0.05$ ). The second most score was that of individualised consideration, with a positive significant influence on county performance ( $\beta_1 = 0.171, P \leq 0.05$ ). The third score was accrued from inspirational motivation dimension ( $\beta_3 = 0.003, P \geq 0.05$ ), indicating a weak positive influence on county performance. Intellectual stimulation scored least and lowest in coefficient estimation value ( $\beta_2 = -0.130, P \geq 0.05$ ), indicating an insignificant influence on county performance by intellectual stimulation.



Combined prediction results on county performance laid the foundation for the development of the following multiple linear regression model illustrated below;

$$Y = 1.300 + 0.181IC - 0.092IS + 0.002IM + 0.402II$$

#### **4.7.6 Moderating Role of Innovation on the Relationship between Transformational Leadership and County Government Performance**

The fifth objective of research was set to establish the moderating role of innovation on the relationship between transformational leadership dimensions and county government performance. The relationship between the dependent variables and the dependent variable was carried through hierarchical multiple regression to measure the influence of the moderator. Five hypotheses were tested which are shown below.

H<sub>01</sub>: There was no statistical significant moderating influence of innovation in the connection between individualised consideration and county government performance in SEKEB.

H<sub>02</sub>: There was no statistical significant moderating influence of innovation in the connection between intellectual stimulation and county government performance in SEKEB.

H<sub>03</sub>: There was no statistical significant moderating influence of innovation in the connection between inspirational motivation and county government performance in SEKEB.

H<sub>04</sub>: There was no statistical significant moderating influence of innovation in the connection between idealised influence and county government performance in SEKEB.

H<sub>05</sub>: Innovation did not have statistically significant moderating effect on the relationship between transformational leadership dimensions and county government performance in SEKEB

#### 4.7.6.1 Innovation, Individualised Consideration and County Government Performance

An analysis of hierarchical regression was applied to find out the moderating role of the interaction term (innovation) in the relationship between individualised consideration and county government performance. Tables 4.24a, 4.24b and 4.24c show the results of simple regression on the summary model, ANOVA and coefficients correspondingly.

**Table 4.24a: Summary Model for Innovation, Individualised Consideration on County Government Performance**

<b>Model Summary</b>									
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Change Statistics</b>				
					<b>R Square Change</b>	<b>F Change</b>	<b>Df1</b>	<b>Df2</b>	<b>Sig. F Change</b>
1	.319 <sup>a</sup>	.102	.097	.82266	.102	24.180	1	214	.000
2	.323 <sup>b</sup>	.104	.096	.82342	.003	.606	1	213	.437

a. Predictors: (Constant), Individualised Consideration

b. Predictors: (Constant), Individualised Consideration, Innovation

**Source: Field Data, (2023)**

Two (2) different simple linear regression models were generated (model 1 and model 2) through hierarchical multiple regressions as justified above in table four point two four (4, 24a). There was no interaction term used to moderate model 1 in the simple linear regression. The interaction term was added into model 2. Findings showed that individualised consideration alone accounted

for 10.2% (R square of 0.102) of change in organisational performance. By the introduction of innovation as the interaction term in second model, all independent variables jointly accounted for 10.4% of change in organisational performance. 0.2 (10.4% -10.2%) percent represent the extent of moderating effect of innovation in the link between the studied variables. Summary model results led to ANOVA findings as indicated in the following table (4.24b).

**Table 4.24b ANOVA for Innovation, Individualised Consideration on County Government Performance**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	16.365	1	16.365	24.180	.000 <sup>b</sup>
1 Residual	144.829	214	.677		
Total	161.194	215			
Regression	16.776	2	8.388	12.371	.000 <sup>c</sup>
2 Residual	144.41	213	.678		
Total	161.194	215			

a. Dependent Variable: Organisational Performance

b. Predictors (Constant), Individualised Consideration

c. Predictors (Constant), Individualised Consideration, Innovation

**Source: Field Data, (2023)**

The model favourably predicted performance through individualised consideration when the interaction term (innovation) was included. The results of the table 4.24b show that the F-calculated value (12.371) at the confidence level of 95% (0.05) was greater than the F-critical value at 3.84 (1, 216). Thus, the ANOVA model was found fit for the response variable to be predicted by the predictor variable with the inclusion of the moderator. It was therefore inferred

that individualised consideration positively and significantly predicted county performance when the interaction term (innovation) was introduced. The conclusion was, innovation affected performance in the connection between the variables under consideration. Hence hypothesis (Ho<sub>5a</sub>) was rejected. Coefficients are addressed in the table below.

**Table 4.24c: Coefficients for Innovation, Individualised Consideration Dimension on County Government Performance**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.730	.255		6.776	.000
1 Individualised consideration	.338	.069	.319	4.917	.000
(Constant)	1.969	.400		4.928	.000
2 Individualised consideration	.338	.069	.319	4.911	.000
Innovation	-.061	.078	-.050	-.779	.437

a. Dependent Variable: Organisational Performance

**Source: Field Data, (2023)**

With introduction of an interaction term, innovation, there is one singular upsurge in individualised care which led to a unit upsurge in county performance (-.050,  $P \geq 0.05$ ). Simple regression model resulted from the above analysis as shown below.

$$Y = 1.969 - 0.061ICIn$$

#### 4.7.6.2 Innovation, Intellectual Stimulation on County Government Performance

To establish the regulating part of innovation on the association between the second variable and dependent variable (county government performance), an analysis of simple linear regression was applied. Tables 4.25a, 4.25b and 4.25c show the results of simple regression on the summary model, ANOVA and coefficients respectively.

**Table 4.25a Summary Model for Innovation, Intellectual Stimulation on County Government Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistic			Sig. F Change
						F Change	Df1	Df2	
1	.082 <sup>a</sup>	.007	.002	.86500	.007	1.438	1	214	.232
2	.096 <sup>b</sup>	.009	.000	.86590	.003	.555	1	213	.457

a. Predictors: (Constant), Intellectual Stimulation

b. Predictors: (constant), Intellectual Stimulation, Innovation

**Source: Field Data, (2023)**

Summary model shows 2 different simple linear regression models were generated (model 1 and model 2) through hierarchical multiple regressions (table 4.25a). There was no interaction term used to moderate model 1 in the simple linear regression. The interaction term, innovation, was added into model 2 in association between intellectual enlightenment and the dependent variable (county government performance). The results indicate that intellectual stimulation by itself accounted for 0.7% (R square of 0.007) of change in organisational performance. By introducing

innovation as the interaction term in model 2, the independent variables jointly accounted for 0.9% of change in organisational performance. Therefore, 0.2 (0.9% - 0.7%) percent represent the degree of moderating influence of innovation in the relationship between the second variable of the study and the dependent variable (county government performance). The results of ANOVA with the interaction term are shown below.

**Table 4.25b: ANOVA for Innovation, Intellectual Stimulation on County Government Performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.076	1	1.076	1.438	.232 <sup>b</sup>
	Residual	160.118	214	.748		
	Total	161.194	215			
2	Regression	1.491	2	.746	.995	.372 <sup>c</sup>
	Residual	159.703	213	.750		
	Total	161.194	215			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Intellectual Stimulation

c. Predictors: (Constant), Intellectual Stimulation, Innovation

**Source: Field Data, (2023)**

The model did not favourably predict performance through intellectual stimulation after inclusion of the interaction term (innovation) as indicated in table 4.25b. The model was not fit for the response variable to be predicted by the predictor variable with the inclusion of the moderator because the F-calculated value was less than the F-critical value. The results of the said table show that the F-calculated value (0.995) at the confidence level of 95% (0.05) is less

than the critical value of 3.04 (2, 215). It was therefore inferred that intellectual stimulation was not a positive and significant predictor of county performance when the interaction term (innovation) was introduced. Conclusively, there was no statistical influence of innovation between intellectual stimulation on county performance. Null hypothesis ( $H_{05b}$ ) was supported. Coefficient results are addressed in the table below.

**Table 4.25c Coefficients for Innovation, Intellectual Stimulation on County Government Performance**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.760	.173		15.996	.000
1 Intellectual stimulation	.058	.048	.082	1.199	.232
(Constant)	3.001	.366		8.189	.000
2 Intellectual stimulation	.058	.048	.081	1.194	.234
Innovation	-.061	.082	-.051	-.745	.457

a. Dependent Variable: Organisational Performance

Source: Field Data, (2023)

With the introduction of an interaction term, innovation, there was one singular upsurge in intellectual enlightenment which led to a unit upsurge in county performance (0.023,  $P \geq 0.05$ ).

Simple regression model resulted from the above analysis as shown below.

$$Y = 3.001 - 0.061ISIn$$

### 4.7.6.3. Innovation, Inspirational Motivation Dimension on County Government Performance

To establish the regulating part of innovation on the association between the third variable and dependent variable (county government performance), an analysis of hierarchical regression was applied. Tables 4.26a, 4.26b and 4.26c show the results of simple regression on the summary model, ANOVA and coefficients respectively.

**Table 4.26a Summary Model for Innovation, Inspirational Motivation on County Government performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	Df2	Sig. F Change	
1	.198 <sup>a</sup>	.039	.035	.85072	.039	8.729	1	214	.003
2	.210 <sup>b</sup>	.044	.035	.85044	.005	1.140	1	213	.287

a. Predictors: (Constant), Inspirational Motivation

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

**Source: Field Data, (2023)**

Summary model shows 2 different simple linear regression models were generated (model 1 and model 2) through hierarchical multiple regressions (table 4.26a). There was no interaction term used to moderate model 1 in the simple linear regression. The interaction term was added into the link between variable three and the dependent variable in model 2. The results indicate that inspirational motivation alone accounted for 3.9% (R square of 0.039) of change in



organisational performance. By the introduction of innovation as the interaction term in the second model, the relationship together accounted for 4.4 % of change in organisational performance. 0.5 (4.4-3.9) percent represent the degree of moderating influence of innovation in the relationship between inspirational motivation and county performance. ANOVA results are demonstrated in table 4.26b.

**Table 4/26b: ANOVA for Innovation, Inspirational Motivation on County Government Performance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	6.317	1	6.317	8.729	.003 <sup>b</sup>
1	Residual	154.877	214	.724		
	Total	161.194	215			
	Regression	7.142	2	3.571	4.937	.008 <sup>c</sup>
2	Residual	154.052	213	.723		
	Total	161.194	215			

a. Dependent Variable: Organisational Performance

b. Predictors: (constant), Inspirational Motivation

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

**Source: Field Data, (2023)**

The model favourably predicted performance through inspirational motivation when the interaction term (innovation) was included as indicated in table 4.26b. ANOVA outcome showed that calculated F-value was more than the F- critical value; hence the model was fit for the response variable to be predicted by the predictor variable with the inclusion of the moderator

(innovation). The results of the said table show that the F-calculated value (4.937) at the confidence level of 95% (0.05) is greater than the F-critical value at 3.04 (2, 215). It is therefore inferred that inspirational motivation positively and significantly predicted county performance when the interaction term (innovation) was introduced. The conclusion was arrived that innovation had a statistically significant influence in the association among the variable under consideration. The ANOVA outcome results indicated rejection of the null hypothesis ( $H_{0sc}$ ). Coefficient results are illustrated below in table 4.26c.

**Table 4.26c Coefficients for Innovation, Inspirational Motivation on County Government Performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.506	.163	15.422	.000	
	Inspirational motivation	.137	.046	.198	2.955	.003
2	(Constant)	2.830	.344	8.233	.000	
	Inspirational motivation	.142	.047	.205	3.048	.003
	Innovation	-.086	.081	-.072	-1.068	.287

a. Dependent Variable: Organisational Performance

**Source: Field Data, (2023)**

With introduction of an interaction term, innovation, there is one singular upsurge in inspirational stimulation which led to a unit upsurge in county performance (-0.072,  $P \geq 0.05$ ). Simple regression model resulted from the above analysis as shown below.

$$Y = 2.830 - 0.086IMIn$$

#### 4.7.6.4. Innovation, Idealised Influence Dimension on County Government Performance

To establish the regulating part of innovation on the association between the third variable and dependent variable, an analysis of simple linear regression was applied. Tables 4.27a, 4.27b and 4.27c show the results of simple regression on the summary model, ANOVA and coefficients respectively.

**Table 4.27a Summary Model for Innovation, Idealised Influence Dimension on County Government Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.526 <sup>a</sup>	.277	.273	.73811	.277	81.877	1	214	.000
2	.528 <sup>b</sup>	.279	.272	.73890	.002	.541	1	213	.463

a. Predictors: (Constant), Idealised influence

b. Predictors: (Constant), Idealised influence, Innovation

**Source: Field Data, (2023)**

Summary model shows 2 different simple linear regression models were generated (model 1 and model 2) through hierarchical multiple regressions (table 4.27a). There was no interaction term used to moderate model 1 in the simple linear regression. The interaction term was added into the model 2. Results indicate that idealised influence by itself accounted for 27.7% (R square of 0.277) of change in county performance. Introduction of innovation as the interaction term in model 2, they jointly accounted for 27.9% of change in organisational performance. 0.2 (29.7 - 27.7) percent represent the degree of moderating influence of the interaction term in the association between idealised influence and county government performance.

The results of ANOVA with the interaction term are shown below.

**Table 4.27b: ANOVA for Innovation, Idealised Influence Dimension on County Government Performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.607	1	44.607	81.877	.000 <sup>b</sup>
	Residual	116.587	214	.545		
	Total	161.194	215			
2	Regression	44.902	2	22.451	41.121	.000 <sup>c</sup>
	Residual	116.292	213	.546		
	Total	161.194	215			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Idealised influence

c. Predictors: (Constant), Idealised influence, Innovation

**Source: Field Data, (2023)**

The model favourably predicted performance through idealised influence when the interaction term (innovation) was included as indicated in table 4.27b. ANOVA results show that calculated F-value was more than the F- critical value; hence the model was fit for the response variable to be predicted by the predictor variable with the inclusion of the moderator. The results of the said table show that the F-calculated value (41.121) at the confidence level of 95% (0.05) is greater than F- critical value at 3.04 (2, 215). It is therefore inferred that idealised influence positively and significantly predicted county performance when the interaction term (innovation) was introduced. The conclusion is that innovation had a statistically significant effect in the

association between idealised influence and county government performance. The null hypothesis (Ho<sub>5d</sub>) was not accepted, that is, it was rejected. Coefficients elements are illustrated below.

**Table 4.27c: Coefficients for Innovation, Idealised Influence Dimension on County Government Performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.537	.164		9.347	.000
1 Idealised influence	.438	.048	.526	9.049	.000
2 (Constant)	1.742	.323		5.395	.000
2 Idealised influence	.438	.048	.525	9.026	.000
2 Innovation	-.051	.070	-.043	-.735	.463

a. Dependent Variable: Organisational performance

**Source: Field Data, (2023)**

With introduction of an interaction term, innovation, there is one singular upsurge in idealised influence which led to a unit upsurge in county performance (-.043,  $P \geq 0.05$ ). Simple regression model resulted from the above analysis as shown below.

$$Y = 1.742 - 0.051III_n$$

#### **4.7.7 Innovation, Transformational Leadership Dimensions on County Government Performance**

In research an effort to determine the degree of innovation in moderating the association between study variables was made. Determining the moderating role of innovation between study

variables, a multiple regression was employed. Tables 4.28a, 4.28b and 4.28c show the described results of the combined influence.

**Table 4.28a: Summary Model for Innovation, Transformational Leadership Dimensions on County Government Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.546 <sup>a</sup>	.298	.285	.73221	.298	22.415	4	211	.000
2	.548 <sup>b</sup>	.300	.284	.73292	.002	.594	1	210	.442

a. Predictors: (Constant), Idealised influence, Intellectual stimulation, Inspirational motivation, Individualised consideration

b. Predictors: (Constant), Idealised influence, Intellectual stimulation, Inspirational motivation, Individualised consideration, Innovation

**Source: Field Data, (2023)**

Summary model shows the multiple regression results (table 4.28a) generated by the application of 2 models. The first (1<sup>st</sup>) multiple regression models demonstrate that the variance of transformational leadership dimensions accounted for 29.8%. Multiple regression results for model 2 reveal a positive significant relationship between transformational leadership dimensions, innovation and county performance. The R Square value of .300 meant that transformational leadership dimensions and organisational performance together with the interaction term (innovation) explained 30.0% of the change in county performance in SEKEB. This explained 0.2% (30.0% -29.8%) increase in the degree of moderating role of innovation in the relationship between transformational leadership dimensions and county performance. ANOVA results are shown below.

**Table 4.28b ANOVA for Innovation, Transformational Leadership Dimensions on County Government Performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.070	4	12.017	22.415	.000 <sup>b</sup>
	Residual	113.124	211	.536		
	Total	161.194	215			
2	Regression	48.389	5	9.678	18.016	.000 <sup>c</sup>
	Residual	112.805	210	.537		
	Total	161.194	215			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Idealised influence, Intellectual stimulation, Inspirational motivation, Individualised consideration

c. Predictors: (Constant), Idealised influence, Intellectual stimulation, Inspirational motivation, Individualised consideration, Innovation

**Source: Field Data, (2023)**

The complete model was significant at calculated  $F = 18.016$ ,  $F\text{-critical} = 2.26$  (4,213).  $F$ -calculated value scored higher than  $F$ -critical value at the confidence level of 95% (0.05), meaning that prediction for moderation of innovation in the association between the considered variables was found fit. This implies that summarily, innovation had strong, positive and significant influence in the association between study variables in SEKEB. Null hypothesis  $H_0$  was rejected. That is innovation had a statistical significant moderating effect on the association among in South Eastern Kenya Economic Bloc. The coefficients for innovation, transformative headship dimensions and county performance are described below.

**Table 4.28c Coefficients for Innovation, Transformational Leadership Dimension on County Government Performance**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.300	.239		5.442	.000
Individualised consideration	.181	.077	.171	2.351	.020
1 Intellectual stimulation	-.092	.050	-.130	-1.824	.070
Inspirational motivation	.002	.048	.003	.050	.960
Idealised influence	.402	.056	.482	7.220	.000
(Constant)	1.511	.363		4.159	.000
Moderated Individualised consideration	.181	.077	.171	2.345	.020
Moderated Intellectual stimulation	-.094	.051	-.133	-1.856	.065
Moderated Inspirational motivation	.007	.048	.010	.148	.883
Moderated Idealised influence	.400	.056	.480	7.164	.000
Innovation	-.054	.070	-.045	-.770	.442

a. Dependent Variable: Organisational performance

**Source: Field Data, (2023)**

Two regression models were run. Model 1 did not have the moderator included in the association of variables. Model 2 displays the regression coefficient ( $\beta$ ) values with the inclusion of moderator (innovation). The findings revealed the following outcomes; moderated



individualised consideration (0.171,  $P \leq 0.05$ , t-test = 2.351), intellectual stimulation (-0.130,  $P \geq 0.05$ , t-test = -1.824), inspirational motivation (0.003,  $P \geq 0.05$ , t-test = 0.050) and idealised influence (0.482,  $P \leq 0.05$ , t-test = 7.220). The coefficients table showed that moderated idealised influence dimension contributed highly to county performance. It was followed by moderated individualised consideration, then moderated inspirational motivation and lastly moderated intellectual stimulation. The results of a multiple regression are shown below;

$$Y = 1.300 + 0.181IC - 0.920IS + 0.002IM + 0.402II + 0.181MIC - 0.94MIS + 0.007MIM + 0.400MII$$

#### 4.7.8 Summary of Hypotheses Testing Results

**Table 4.29: Summary of hypothesis Testing Results**

Hypothesis Formulated and analytical results		p- Values	Calculated F-value	Critical F- value	Decision Criteria
H <sub>01</sub> :	Individualised consideration of the leader does not have statistically significant influence on county government in SEKEB ( $Y = \beta_0 + \beta_1 X_1 + \epsilon \dots 1$ )	$\leq 0.05$	24.180	df (1,216) = 3.84	Null Rejected
H <sub>02</sub> :	Intellectual Stimulation of the Leader does not have statistically Significant influence on county Performance. ( $Y = \beta_0 + \beta_2 + X_2 + \epsilon \dots 2$ )	$\geq 0.05$	1.438	df (1,216) = 3.84	Null Supported
H <sub>03</sub> :	Inspirational motivation of the leader does not have statistically significant influence on county performance ( $Y = \beta_0 + \beta_3 X_{23} + \epsilon \dots 3$ )	$\leq 0.05$	8.729	df (1,216) = 3.84	Null Rejected
H <sub>04</sub> :	Idealised influence of the leader does not have a statistically significant influence on county	$\leq 0.05$	81.877	df (1,216) = 3.84	Null Rejected

performance.

$$Y = \beta_0 + \beta_4 X_4 + \epsilon \dots 4)$$

<p>H<sub>05a</sub>: Innovation does not have a statistically significant moderating influence on the relationship between individualised consideration dimension and county performance</p> $Y = \beta_0 + \beta_1 X_1 M_1 + \epsilon)$	<p>≤0.05</p>	<p>11.653</p>	<p>df (2, 215) = 3.04</p>	<p>Null Rejected</p>
<p>H<sub>05b</sub>: Innovation does not have a statistically significant moderating influence on the relationship between intellectual stimulation dimension and county performance</p> $Y = \beta_0 + \beta_2 X_2 M_2 + \epsilon)$	<p>≥0.05</p>	<p>0.723</p>	<p>df (2,215) = 3.04</p>	<p>Null Supported</p>
<p>H<sub>05c</sub>: Innovation does not have A statistically significant moderating influence on the relationship between inspirational motivation dimension and county performance</p> $Y = \beta_0 + \beta_3 X_3 M_3 + \epsilon)$	<p>≤0.05</p>	<p>4.306</p>	<p>df (2,215) = 3.04</p>	<p>Null Rejected</p>
<p>H<sub>05d</sub>: Innovation does not have a statistically significant</p>	<p>≤0.05</p>	<p>40.208</p>	<p>df (2,215) = 304</p>	<p>Null Rejected</p>

moderating influence in the  
relationship between idealised  
influence dimension and county  
performance

$$Y = \beta_0 + \beta_4 X_4 M_4 + \epsilon$$

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**Source: Field Data, (2023)**

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Summary of the Findings**

##### **5.1.1 Individualised Consideration on County Government Performance**

The first objective was set to establish the influence individualised consideration of the leader on county government performance of SEKEB counties. Demonstrated in the results was the existence a moderate and positive association among individualised consideration on county performance. Association between individualised care and county performance was statistically significant as was hypothesized. Therefore, individualised consideration of the leader scored moderately, positively and significantly in influencing county performance. Hypothesis H<sub>01</sub> was rejected.

##### **5.1.2 Intellectual Stimulation on County Government Performance**

The second objective was set to establish the influence intellectual stimulation of the leader on county government performance of SEKEB counties. Demonstrated in the results was a weak existence of association among study variables. Association between intellectual enlightenment and county performance was not statistically significant as was hypothesized. Therefore, intellectual enlightenment had a weak influence determining the outcome of county performance. Hypothesis H<sub>02</sub> was accepted and supported.

### **5.1.3 Inspirational Motivation on County Government Performance**

The third objective was set to establish the influence inspirational motivation of the leader on county performance of SEKEB counties. Demonstrated in the results was the existence a moderate and positive association among inspirational motivation on county performance. Association between inspirational motivation and county performance was statistically significant as was hypothesized. Therefore, inspirational motivation had a moderate influence determining the outcome of county strategic plans. Hypothesis H<sub>03</sub> was rejected.

### **5.1.4 Idealised Influence and County Government Performance**

The fourth objective of the study established how idealised influence affected county government performance in the three counties of SEKEB. Demonstrated in the research was the existence of a moderate and positive association between idealised influence and county government performance in the three counties of South Eastern Kenya Economic Bloc. Hypothesized was that relationship between idealised influence on county government performance was statistically significant. Therefore, idealised influence had a moderate influence determining the outcomes of county performance. Hypothesis H<sub>04</sub> was rejected.

### **5.1.5 Moderating Role of Innovation on the Relationship between Transformational Leadership Dimensions on County Government Performance**

This section describes effects of each of the independent variables as moderated by innovation on their relationship with the dependent variable (county performance).

Objective five of research established the moderating effect of innovation on the relationship between transformational leadership dimensions of the leader and county government performance in South Eastern Kenya Economic Bloc. The study hypothesized four elements of relationships. Correlation results indicated a moderate and positive association between individualised consideration and county performance. When the interaction term (innovation) was introduced, regression results indicated that there was a positive and significant influence between individualised consideration and county performance. Null hypothesis H05a was rejected, meaning that innovation had a significant influence on the relationship between the variables under consideration.

Secondly, the study hypothesized that innovation did not have a statistically significant moderating influence on the relationship between intellectual stimulation on county government performance in South Eastern Kenya Economic Bloc. Therefore, individually considered, innovation moderator did not have a significant influence on the relationship between intellectual stimulation and organisational performance. Null hypothesis H05b was supported, meaning that innovation did not have a significant influence on the relationship between the variables under consideration.

Thirdly, the study hypothesized that innovation did not have a statistically significant moderating influence on the relationship between inspirational motivation on county government performance in SEKEB. Hypothesis H05c was rejected. Therefore, individually considered,

innovation moderator had a positive and significant influence on the relationship between inspirational motivation and county performance.

Fourthly, findings demonstrated that innovation had a significant and moderating influence in the relationship between idealised influence and county performance. Hypothesis H<sub>05d</sub> was rejected. Therefore, individually considered, innovation moderator had a positive and significant influence on the relationship between idealised influence and county performance.

Innovation as the moderator of the study, when introduced as an interaction term between the study variables, it increased the influence of all the variables in explaining the variance in county performance.

#### **5.1.6 Combined Effect of Transformational Leadership Dimensions on County Government Performance**

The joint prediction results indicated a statistically significant influence of transformational leadership dimensions on county performance. Rating the combined effect of transformational leadership dimensions on county performance, idealised influence scored the highest value, followed by inspirational motivation, individualised consideration and lastly, intellectual stimulation had the lowest score.



## 5.2 Conclusions

Individualised consideration positively influenced the outcome of the results. The reasons given were; provision of coaching and role modeling activities were available, existence good social relationship among employees and the top management, training and career development for employees was taken into consideration and job place employee concerns were taken care.

The dimension of inspirational motivation attracted a positive and significant influence on county performance. The reasons advanced were; the leader inspired employees at all levels of the organisation, communicated the expected performance to the employees, encouraged team work among employees, motivated employees on good performance, gave employees the opportunity the type of motivation they liked, created a clear county vision for the future, made difficult issues simpler for implementation, motivated positively employee efforts and created objectives that were achievable in the future.

Intellectual stimulation dimension had a weak positive influence on county performance in South Eastern Kenya Economic Bloc. Improving the influence of the said variable, the leader is required to embrace employee innovative ideas, include the employees in decision making when addressing county problems and allow employees the opportunity come up with new ways of delivering services successfully. Additionally, the leader should all stakeholders to participate in planning and implementing county projects, positively take in corrections arising from criticism for enhanced county performance and allowing workers the autonomy of service delivery.

Idealised contributed greatly to influence county performance because of the fact that the leader emphasized on the importance of teamwork at all levels of county government. Also, the leader acted as the role model to the employees and set goals that were achievable. In addition, the leader was willing to take risks at personal level for the sake of the organisation to achieve organisational performance. Still, the leader readily promoted economic cooperation in the economic bloc. Further, the research concludes that the positive and significant performance was as a result that the leader was trusted by people working for the county. On the other hand, the leader created a sense of trust in the working environment of the county and created a sense of pride among the employees. The employees were proud of the recognition shown by the leader to them hence worked hard for the organisation.

Conclusively, a positive significant influence of innovation (moderator) existed in the relationship between three independent variables (individualised consideration, inspirational motivation and idealised influence) and dependent variable (county performance). Innovation should be encouraged to improved performance of the county governments in SEKEB.

### **5.3 Recommendations of the Study**

#### **5.3.1 Recommendations for Policy and Practice**

Three variables; individualised consideration, inspirational motivation and idealised influence dimensions proved to influence the performance positively than intellectual stimulation in county government on SEKEB. To sustain this influence, the county leaders are implored to use their discretion and apply the dimensions of individual consideration, inspirational motivation and

idealised influence in their daily transformational leadership style to enhance performance of their governments.

The research findings recommend that county government bosses should find amicable ways of ensuring that their intellectual enlightenment is positively received and conceived by county staff. This is because from the findings, it was shown that intellectual stimulation of the leader contributed lowly in influencing county performance. Intellectual stimulation should not be latent in the leaders' mind but also shared among the county government employees who should feel that their level of understanding also matter as far as county performance is concerned. In addition, the county leaders may find ways of discussing pertinent issues pertaining to county projects and programs by freely and openly allowing employees know that their ideas are very much welcome to enhance county performance.

The research findings also recommend that county leaders of South Eastern Kenya Economic Bloc should embrace methods of inspiring employees at all levels of county government administration structure. As well, the leader should communicate the expected performance targets to the employees clearly and encourage team work among employees. The leader should take responsibility to motivate employees positively on good performance, create a clear county vision for the future and make difficult work duties simpler for implementation and craft objectives that are achievable in the future for county governments.

The research findings also recommend that emphasis should be put on individualised consideration, inspirational motivation and idealised influence dimensions as they proved to

contribute more to county government performance than intellectual stimulation. These dimensions cannot be overlooked and avoided by leaders in the delivery of their mandate and duties. To sustain county performance emphasis is required on having a collective sense of mission, be willing to take risks to achieve organisational performance and ready to promote economic cooperation in the regional blocs in the republic of Kenya. In addition, leaders should ensure that they create a sense of trust and respect among employees for the county government.

The research employed innovation as the moderator. Research findings recommend that county leaders should embrace innovation as the moderator between the individualised consideration, inspirational motivation and idealised influence because they proved to contribute significantly to county performance.

### **5.3.2 Implications on Theory**

The study findings confirmed the existing theories as indicated in the discussion below.

The study's main theory was transformational leadership theory, first introduced by Downton (1973) and extended and modified by Burns (1978) and Bass (1985). These proponents suggested that transformational leadership theory had four dimensions enhanced organisational performance. The proponents' matrix has been modified and enhanced in this research by introducing the moderator (innovation) in the association between study variables. This matrix will help promote performance of county governments as exemplified in the conceptual framework.

In relation to strategic leadership theory, the research suggests that its application in the activities of county government is imperative because future mental forecast of the strategic leader is useful for the transformative leader in coming up with realistic goals for achieving county performance.

It is recommended that leaders should be ready to tackle the pressure related to competition in the regional economic blocs due to fast changing business and leadership environment. Thus, the resource based view theory (RBVT) illustrates that each county within South Eastern Kenya Economic Bloc should organise its resources in a way that they become unmatched by rival regional blocs, hence positioning the respective county for long-term performance and competitive advantage.

In relation to the stakeholder theory, there are those who are impacted by county projects and those who bring the impact to the people. The providers of services (county employees) and beneficiaries (local people) of county services are together referred to as stakeholders. Stakeholders of the county government require involvement in planning and implementation of county projects. This will ensure ownership of projects as all stakeholders will feel equally involved and jointly work in all stages of county projects, thus, promoting organisational performance.

### **5.3.3 Recommendation for Further Studies**

The following recommendations were suggested; first future research should be conducted longitudinally on the variable of intellectual stimulation with more items and same moderator (innovation) to ascertain it influences organisational performance. Second, the current study considered innovation as the moderator, future researchers should consider other moderating variables.

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## APPENDICES

### APPENDIX A: INTRODUCTION LETTER

Raphael Kayago Kinara,  
C/O Kisii University,  
P.O BOX 408, 40200, Kisii-Kenya  
Phone : 0710220460  
Email : rkinara@yahoo.com or 3tamsorg@gmail.com

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#### TITLE OF STUDY

Influence of transformational leadership dimensions on performance of the South Eastern Kenya Economic Bloc (SEKEB) counties: The moderating role of innovation.

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Dear participant,

Greetings,

My name is Raphael Kayago Kinara, and I am a PhD candidate at Kisii University, Kenya. For my dissertation, I am carrying out a research on the influence of transformational leadership dimensions on performance of the South Eastern Kenya Economic Bloc (SEKEB) counties with the moderating role of innovation.

Data collected will provide useful information on transformational leadership in the performance of county governments. Attached herein please find the questionnaire for you to fill. Please take time and answer all questions as honestly and exhaustively as possible and return the completed questionnaire promptly.

Yours faithfully,

Raphael kayago Kinara

## NEW QUESTIONNAIRE

### APPENDIX B: QUESTIONNAIRE

#### SECTION 1: DEMOGRAPHIC INFORMATION

**Instructions: Please tick the appropriate answer in the alternatives given.**

**1. Age in years**

Below 25 years ( )

26 – 40 years ( )

41 – 54 years ( )

55 years and above ( )

**2. Gender**

Male ( ) Female ( )

**3. Educational Level attained**

Certificate ( )

Diploma ( )

Degree ( )

Masters ( )

PhD ( )

**4. Number of years working experience**

Below 5 years ( )

Between 6 – 10 years ( )

Between 11 – 20 years ( )

20 years and above ( )

## SECTION II: INDIVIDUALISED CONSIDERATION

Using a scale of 1 to 5 (5 = strongly agree – SA), 4 = agree (A), 3 = undecided (UD), 2 = disagree (D), 1 = strongly disagree (SD). Please tick the number corresponding to your opinion for each question.

	<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The leader provides mentorship opportunities					
2	The leader's interaction with employees takes into account their individual preferences					
3	The leader reassures employees that obstacles will be overcome					
4	The leader listens to employee concerns effectively					
5	The leader is ready to develop employee personal strengths for performance					
6	The leader takes care of employee personal needs at the job place					
7	The leader encourages and inspires employees to do more to achieve targets					
8	The leader provides learning opportunities for career development					
9	The leader is keen					

**SECTION III: INTELLECTUAL STIMULATION**

Using a scale of 1 to 5 (5 = strongly agree – SA), 4 = agree (A), 3 = undecided (UD), 2 = disagree (D), 1 = strongly disagree (SD). Please tick the number corresponding to your opinion for each question.

	<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The leader accepts employee innovation ideas that are geared towards improving performance					
2	The leader involves employees in the process of addressing county problems					
3	The leader encourages employees to approach old situation in new ways					
4	The leader allows employees to participate in decisions pertaining to our work					
5	The leader encourages employees to try new approaches to fulfilling duties					
6	The leader accepts different viewpoints to solving problems					
7	The leader accepts criticism for better performance and delivery of services					
8	The leader encourages creative minds to develop and promote the services and good of the county					
9	The leader allows employees to re-examine critical issues to bring on board real solutions					
10	The leader encourages autonomy of doing work that promotes performance and delivery of results					

#### SECTION IV: INSPIRATIONAL MOTIVATION

Using a scale of 1 to 5 (5= strongly agree (SA), 4= agree (A), 3 = Undecided (UD), 2= Disagree, 1 = strongly disagree (SD). Please tick the number corresponding to your opinion for each question.

	<b>Statements</b>	5	4	3	2	1
1	The leader inspire employees at all levels of the organisation					
2	The leader encourages a spirit of team work among employees					
3	The leader motivates employees on good performance					
4	The leader creates a clear county vision for the future					
5.	The leader makes difficult issues simpler for implementation					
6	The leader motivates positively our efforts					
7	The leader creates objectives that are achievable in the future					

## SECTION V: IDEALISED INFLUENCE

Using a scale of 1 to 5 (5= strongly agree (SA), 4= agree (A), 3 = Undecided (UD), 2= Disagree, 1 = strongly disagree (SD). Please tick the number corresponding to your opinion for each question.

	<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The leader emphasizes the importance of having a collective sense of mission					
2	The leader role models employees					
3	The leader sets goals that are achievable					
4	The leader willingly takes risks to achieve organisational performance					
5	The leader promotes economic cooperation in the regional bloc of SEKEB					
6	The leader is trusted by the employees					
7	The leader respects all people working for the organisation					
8	The leader creates a sense of trust in the working environment					
9	The leader creates a sense of pride in employees to work for the county					



## SECTION VI: INNOVATION

Using a scale of 1 to 5 (5= strongly agree (SA), 4= agree (A), 3 = Undecided (UD), 2= Disagree, 1 = strongly disagree (SD). Please tick the number corresponding to your opinion for each question.

	<b>Statements</b>	5	4	3	2	1
1	My county produces new products for sale.					
2	County adopts new processes of services delivery to the local people					
3	My county modifies its products always to meet customer needs.					
4	My county provides quality services to the local people					
5	My county has good marketing strategy for its products.					
6	My county adopts new administrative system which is flexible to accept new changes.					
7	My county adopts new technologies to aid in manufacturing and processing of products.					
8	My county adopts new technological strategies for the delivery of services					
9	My county readily accepts new ways of rendering services.					
10	My county is ready to work beyond her boundaries with other counties.					

## SECTION VII: ORGANISATIONAL PERFORMANCE

Using a scale of 1 to 5 (5= strongly agree (SA), 4= agree (A), 3 = Undecided (UD), 2= Disagree, 1 = strongly disagree (SD). Please tick the number corresponding to your opinion for each question.

	<b>Statements</b>	5	4	3	2	1
1	County projects are completed on time					
2	My county government utilises resources for purposes for which they are planned					
3	My county residents have access to public services					
4	My County residents have access to county public utilities					
5	My county government ensures that her citizens participate in planning the projects					
6	County projects are equally distributed according to the needs of the local residents					

# APPENDIX C: INRODUCTION LETTER FROM THE SCHOOL OF BUSINESS AND ECONOMICS- KISII UNIVERSITY



KISII UNIVERSITY

Telephone : 020 2610479  
Facsimile : 020 2491131  
Email : fcommerce@kisiiuniversity.ac.ke

P. O. Box 408-40200  
KISII, KENYA.  
www.kisiiuniversity.ac.ke

## SCHOOL OF BUSINESS AND ECONOMICS

OFFICE OF THE COORDINATOR, POST-GRADUATE PROGRAMMES

Ref: KSU/SBE/DCB/10027/14

Tuesday, 11<sup>th</sup> October, 2022

The Director,  
National Commission for Science, Technology &  
Innovation (NACOSTI)  
NAIROBI.

Dear Sir,

**REF: APPLICATION FOR A RESEARCH PERMIT FOR  
RAPHAEL KAYAGO KINARA REG. NO. DCB/10027/14**

The above named is a PhD student in our institution who intends to carry out a Research. The intended study is titled; "Influence of Transformational Leadership Dimensions on Organizational Performance of South Eastern Kenya Economic Bloc (SEKEB) Counties : The Moderating Role of Innovation".

The purpose of this letter is to request you to give him a research permit to enable him conduct the research.

Thank you.

Dr. Joshua Wafula, PhD  
COORDINATOR, POST-GRADUATE PROGRAMMES


WJC/pa

KISII UNIVERSITY IS ISO 9001:2008 CERTIFIED



**APPENDIX D: RESEARCH PERMIT - NACOSTI**

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 475240 Date of Issue: 18/October/2022

**RESEARCH LICENSE**



This is to Certify that Mr. RAPHAEL KAYAGO KINARA of Kisii University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kitui, Machakos, Makueni on the topic: "INFLUENCE OF TRANSFORMATIONAL LEADERSHIP DIMENSIONS ON ORGANIZATIONAL PERFORMANCE OF SOUTH EASTERN KENYA ECONOMIC BLOC (SEKEB) COUNTIES: THE MODERATING ROLE OF INNOVATION" for the period ending : 18/October/2023.

License No: NACOST/EP/22/1094

475240  
Applicant Identification Number

  
Director General  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document,  
Scan the QR Code using QR scanner application.

See overleaf for conditions

**APPENDIX E: KITUI COUNTY SECRETARY'S AUTHORISATION LETTER**

RAPHAEL KAYAGO KINARA  
P.O BOX 287-40202  
KEROKA  
EMAIL: [rkinaara@yahoo.com](mailto:rkinaara@yahoo.com)  
PHONE: 0710220460  
11/01/2023

COUNTY SECRETARY,  
KITUI COUNTY GOVERNMENT,  
P.O PBOX 33-90200,  
KITUI.

Dear Sir/Madam,

**REF: APPLICATION FOR ACCEPTANCE OF CONDUCTING ACADEMIC RESEARCH IN YOUR COUNTY**

Referring to the above subject, I hereby apply for the same. I am a PhD student at Kisii University. I am supposed to conduct research whose title is **INFLUENCE OF TRANSFORMATIONAL LEADERSHIP DIMESNIONS ON ORGANISATIONAL PERFORMANCE OF SOUTH EASTERN KENYA ECONOMIC BLOC (SEKEB) COUNTIES. MODERATING ROLE OF INNOVATION.**

I have been granted the research license by the National Commission for Science, Technology and Innovation whose Reference is 475240. The respondents to the research questions will be; County Executive members, Chief Officers, County Directors and Deputy Directors

Thanks in advance for your cooperation to support this noble course.

Yours Sincerely,



Raphael KayagoKinara

*Request accepted*  
*[Signature]*  
*12/1/2023*

COUNTY GOVERNMENT  
KITUI  
12 JAN 2023  
P.O. Box 33-90200, KITUI

**APPENDIX F: MAKUENI COUNTY SECRETARY'S AUTHORISATION LETTER**

IREPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY



**OFFICE OF THE COUNTY SECRETARY**  
P.O. Box 78-90300 - MAKUENI Tel No.: 020-2034944  
Email: [county.secretary@makueni.go.ke](mailto:county.secretary@makueni.go.ke), [contact@makueni.go.ke](mailto:contact@makueni.go.ke)  
web: [www.makueni.go.ke](http://www.makueni.go.ke)

Ref: ADM/12/VIII/(132)

Date: 17<sup>th</sup> January, 2023

Raphael K. Kinara,  
P.O. Box 287-40202,  
**KEROKA**

**RESEARCH AUTHORIZATION**

We acknowledge receipt of research licence No. NACOSTI/P/22/21094 dated 18<sup>th</sup> October, 2022 from Director General National Commission for Science Technology and Innovation licensing you to carry out a research on influence of transformational Leadership dimensions on organizational performance of South Eastern Kenya Economic Bloc (SEKEB) in Makueni, Kitui and Machakos Counties; The moderation role of innovation Kenya for the period ending 18<sup>th</sup> October, 2023.

This is to inform you that you have been authorized to carry out the research in Makueni County Government as per your request.

The department of Health Services will support you in this.

  
Rael M. Muthoka  
Ag. County Secretary

**HEAD OF THE COUNTY PUBLIC SERVICE KENYA**  
**SECRETARY TO THE COUNTY EXECUTIVE COMMITTEE**

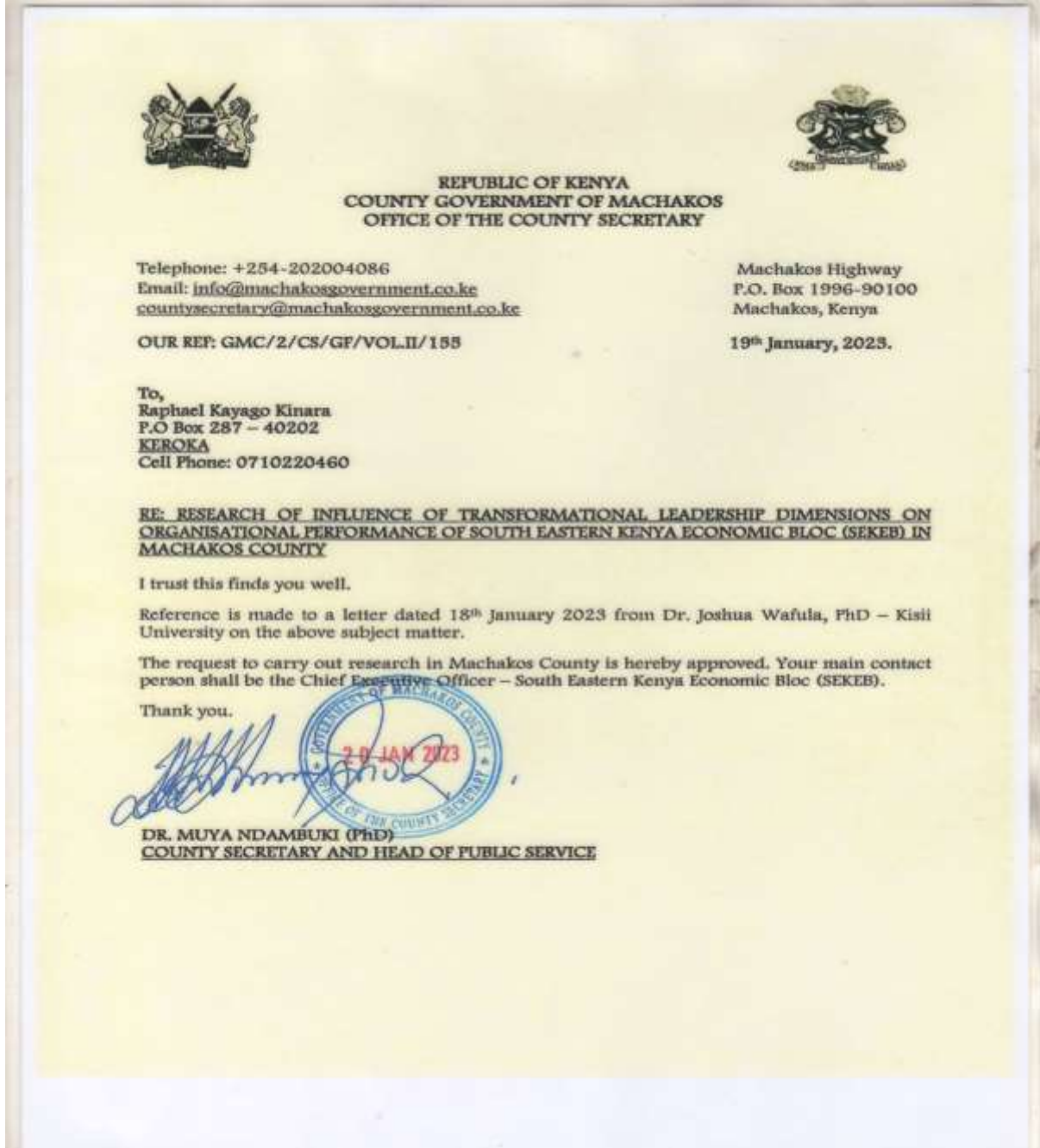


**Copy to:**

Ag. Chief Officer; Office of Governor



**APPENDIX G: MACHAKOS COUNTY SECRETARY'S AUTHORISATION LETTER**



## APPENDIX H: PLAGIARISM REPORT

### INFLUENCE OF TRANSFORMATIONAL LEADERSHIP DIMENSIONS ON PERFORMANCE OF THE SOUTH EASTERN KENYA ECONOMIC BLOC (SEKEB) COUNTIES: THE MODERATING ROLE OF INNOVATION

#### ORIGINALITY REPORT

<b>19%</b> SIMILARITY INDEX	<b>18%</b> INTERNET SOURCES	<b>6%</b> PUBLICATIONS	<b>7%</b> STUDENT PAPERS
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#### PRIMARY SOURCES

<b>1</b>	<b>ajest.info</b> Internet Source	<b>3%</b>
<b>2</b>	<b>Submitted to Kisii University</b> Student Paper	<b>2%</b>
<b>3</b>	<b>www.iajournals.org</b> Internet Source	<b>1%</b>
<b>4</b>	<b>library.kisiiuniversity.ac.ke:8080</b> Internet Source	<b>1%</b>
<b>5</b>	<b>erepo.usiu.ac.ke</b> Internet Source	<b>1%</b>
<b>6</b>	<b>ir.jkuat.ac.ke</b> Internet Source	<b>1%</b>
<b>7</b>	<b>dspace.pacuniversity.ac.ke:8080</b> Internet Source	<b>1%</b>
<b>8</b>	<b>repository.mua.ac.ke</b> Internet Source	<b>1%</b>