EVALUATION OF THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE: A SURVEY OF NANDI COUNTY GOVERNMENT

BY

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A RESEARCH THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN PARTIAL FULFILMENT FOR THE REQUIREMENT OF A WARD OF MASTERS DEGREE IN BUSINESS ADMINISTRATION (MBA) OF THE SCHOOL OF BUSINESS AND ECONOMICS, DEPARTMENT OF BUSINESS ADMINISTRATION,

KISII UNIVERSITY

SEPTEMBER, 2016
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DEDICATION

I dedicate my work to the Almighty God, my spouse Mr. Edwin Ronoh, my loving children namely Fricky, Flevian & Bravil, parents and the whole fraternity of Kisii University.
ACKNOWLEDGEMENT

The success and completion of this proposal has been possible with God Almighty for giving me strength, blessings and guidance that has bestowed upon me all through. Secondly to people I owe a tremendous debt of gratitude. I am very grateful to my Supervisors Dr. Kimutai and Dr. Yusuf for their guidance and also to the department of Commerce and the whole supportive fraternity of Kisii University. I also acknowledge all members of the master’s class for their total commitments and support of the whole project report.
ABSTRACT

The purpose of the study was to assess the influence of transformational leadership on employee performance. This study was conducted in Nandi County government. The study was guided by the following research objectives to: establish the effect of idealized influence on employee performance; establish effects of inspirational motivation on employee performance; establish the effect of intellectual stimulation on employee performance; evaluate the effect of individualized consideration on employee performance. The study adopted a descriptive research design where six sub counties in Nandi County were studied. The target population of the study was 409 employees while the sample population under the study was 197 which included the 61 administrators, head of departments and 136 Middle level and Operational Employees of the six sub counties. The study adopted contingency and behavioural theory. This study employed stratified random sampling method as a technique of probability method, which was carried out in the six sub counties of the Nandi County. Purposive sampling technique was used to select administrators and heads of department while simple random sampling technique was used to select permanent county employees. The questionnaire was tested for reliability by using Cronbach’s alpha to determine the internal consistency of the items. The Study used expert judgment method to determine content validity. Questionnaires were used as the main instruments of data collection for this survey. The data obtained from the research instruments was analysed using Statistical Package for Social Science (SPSS) version 20. Descriptive and inferential statistics were used in analysing the data. Descriptively frequencies and percentages were used to analyses data, while inferential statistics used was linear correlation. The study findings indicated that: there is a significant effect of idealized influence on employee performance; there is a significant effect of inspirational motivation on employee performance. Middle level and Operational Employees seemed not to believe that supervisors are able to inspire confidence to employees but most of the administrators think supervisors are able to inspire confidence to employees; The study established that majority of the Middle level and Operational Employees disagree that intellectual stimulation enhances creativity and autonomy among the leaders while majority of administrators that intellectual stimulation enhances creativity and autonomy among the leaders; there is a significant effect of individualized consideration on employee performance. Most of the respondents agree that they are motivated by money and excitements and finally the study concluded that in order to achieve employee performance idealized influence should be adopted. There was a positive relationship between idealized influence and employee performance implying that enhancement of idealized influence leads to better performance. Superiors design the performance rules. The study recommends that organizations should adopt a continuous employee performance assessment; also it is recommended that counties should adopt inspirational motivation in order to ensure continued optimism and enthusiasms within their employees; Organizations should also build teamwork, providing employees with proper training, involving them in decision-making and rewarding them for excellent performance; The study concluded that there is a positive effect of transformational leadership to employee performance. It was further recommended that a similar study should be done in other Counties to allow for generalization of finding on the effect of transformational leadership on employee performance.
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ABBREVIATIONS

SPSS - Statistical Package for Social Science

ROA - Return on asset

ROI - Return on investment

ROE - Return on equity

ROS - Return on sale

TQM - Total Quality Management

SME - Small Medium Enterprise
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

From the previous few years it has been witnessed that transformational and charismatic leadership are vital aspects of leadership that are extremely related to individual and the organization performance. Effectiveness of leadership measures the flexibility of leaders to electrify the followers towards the collective goals. Scholars who have explored transformational and charismatic leadership have to embrace motivational effects in their study (Shamir, House, & Arthur, 1993). Really Studies have represented transformational leadership by taking motivational effects relating to the followers. Literature of transformational and charismatic leadership is totally different from transactional and alternative kinds of leadership like monitoring. Transactional and monitoring relies on exchange compensation of cooperativeness however on the opposite transformational and charismatic supported influence like transmuting the values and primacies of the subordinates of achieving over their expectations.

For several decades, the study of leadership in dynamic environments has remained the realm of academics and management intellectuals who de-emphasize the difference between public and private organizations and analyzed leadership chiefly in for-profit agencies. Therefore, most leadership theories and concepts are generic and do not apply to the environment within a public organization. This lack of research on leadership in public organizations necessitated utilizing resources in the federal government, which contributed to leadership-development information, but did not address the issues of performance management and improvement (Fernandez, 2008).

Previous research shows that although there have been studies on job satisfaction, organizational commitment, motivation, efficiency and effectiveness; few have analyzed differences in leadership behaviours and effectiveness in public organizations. These differences may be marked in terms of market powers and disclosures to legislation, legislatures and civil service rules. They also might impinge on leaders’ discretion in these sectors, which in turn affects leadership performance. To examine these differences,
Hooijberg and Choi (2013) researched private and public sector employees to observe whether the basic theories of leadership in the existing literature might illustrate differences. They associated leadership roles with different behaviours of challenging value frameworks to observe which would have a larger impact on perceived effectiveness in different sectors. Their study points out that monitoring and facilitating role have much more of an impact on perceived performance of leadership effectiveness in the public sector. All human institutions are subject to change and because society and organizations are living organisms, change is inevitable. Leaders must realize the reasons why human systems occasionally fail and how the procedures of change may be dynamically established. Rationales for changes in leadership behaviour may be to renovate and redefine values, to re-energize systems that are ineffective due to old practices and rigid concepts, to restore abandoned ambitions and create new aims that fit new conditions, to attain new perspectives on solutions to problems, or to promote innovative human dynamics and continuous growth. At this point, it can be said that while transactional leaders accept and work within the confines of existing systems, transformational leaders prefer change and reinvention (Gardner, 2014)

Globally, leaders have high level of moral conduct and do something for the team. Individual thought includes attention, encouragement and support of leader to followers. Intellectual Stimulation concluded that leader change the followers for inquisitor theissues during a new approach that is straightforward and inventive. Early analysis of transformational leadership was regarding the options of leaders and their relationship with followers. Further analysis on the behaviours of transformational leaders proposes that transformational leadership is intervened by the leader’s activities, the power to create a typical vision, to coherent clear and communicative goals, to allow staff and dependable behaviour.

Transformational leadership concept is ready to answer this challenge. Purwanto (2013) supported this idea that the duty of a leader is to encourage his/her subordinates to perform the work on the far side of their expectations and former estimation. Transformational leaders try to boost subordinates’ awareness by encouraging idealism and better ethical values, such as, freedom, justice, peace, balance and humanity that do
not seem to support emotional feeling admire worry, greed, jealousy and hate (Burns in Yukl, 2009). As masses, subordinates even have to meet their desires. Fulfilling the requirements of subordinates are useful to each subordinates and also the organization. Organization demands the temperament of its subordinates to succeed the objectives of the organization; in the meantime, the subordinates would like a pleasing job, a chance to participate, adequate wages, a chance to be promoted and an honest relationship between superiors and subordinates. Steers and Porter (Purwanto&Adisubroto, 2013) argued, once the agreement between each parties may be performed fairly, it eventually fosters a high commitment of the subordinates towards the organization that stimulates the subordinates to figure well and to be ready to contend in tight and competitive conditions. Organization commitment may be taken because the relative strength of a person’s identification and involvement during an explicit organization (Mowday, 1979 in Yukl, 2009).

In continent of Africa the existence of staff with high commitment to the organization can lead the organization to a good condition. Such staff can contend with each other to assist the organization by operating additional effectively in traditional state of affairs and can actively maintain the organization once unfavourable condition exists (Dessler, 2015). Staff with high commitment is possible to act in accordance with the values and norms existing within the organization, hence, deviation and disobedience may be prevented. Besides, such organizations with high committed staff can acquire higher potency and cannot need plenty of supervising. On the opposite hand, such organizations having staff with low commitment can scale back the effectiveness of the organization (Gibson, 1978 in Purwanto&Adisubroto, 2013).

In Kenya worker commitment to the organization is critical since high commitment is correlated with low employee’s flip over having touched to a different job, absence level and also the slowness of labour may be reduced. In fact, it will increase job satisfaction and better awareness of the staff towards the existence and success of the organization. Organization desires staff willing to try to something exceptional to their duties and work, even sacrificing themselves for the success and property of the organization (Borman&Motowildoin Muchiri, 2014.)
In addition, the commitment of an organization arises in an environment providing chance for the staff to participate and it may be created by the hands of the leaders. Pfefer (1996 in Khan, 2004) states the trap will solely be created and maintained through participation. Once folks are concerned in their human’s aspect, the need to participate is increasing, or in alternative word, participation will increase engagement and engagement forms a commitment. Transformational leadership provides support, encouragement and developing experiences to its followers (Yukl, 2009). It means that they supply broad opportunities to its followers so as to use and develop their potentials. Each worker collaborating and involving actively with the corporate can try to make and manifest his/her skills so as to be in line with the objectives of the organization. Hence, the Transformational leadership is taken into account capable of forming the commitment of the worker.

The export-based SME sector is taken into account because the business having competitive spirit of that its product serves the international market performed by people or traders/mediator (RI-PIKM, 2014-2004). Problems on leadership vogue, the authorization of the worker, organization commitment and also the performance of the worker are fascinating problems to debate. The export-based SME sectors have many characteristics; among others, sufficient aggressiveness, domestic resource primarily based, labour intensive, providing opportunities to figure and huge market opportunities. For the SME of cooper carving crafts in Boyolali regency, the event on human resources covers rising style, capability building in export-import and negotiation techniques and rising experience in product quality. Creativeness and innovation are thought of because the crucial issue of their product. The objectives of the study is to seek out the result of transformational leadership on worker authorization, organization commitment and worker performance more over to confirm the mediating variables on the result of transformational leadership on worker performance and also the result of worker authorization on worker performance in small-medium enterprise of cooper carving centre.
1.2 Statement of the Problem.
Any extraordinary action or success accomplished by a leader occurs with the active involvement and support of someone else. Leadership is not a one person act; it is a team effort by the leader and his followers. Collaboration between the two parties is therefore essential ability for achieving and sustaining high performance (Kouzes & Posner, 2014). Leaders have to be compelled to take a pro-active role in making a positive context and organization for cooperation and collaboration. A leader has to assign tasks to each team member in order that he contributes to a singular task for the ultimate outcome to succeed.

Changes within the business atmosphere and manpower resulted within would like leaders to become more transformational and fewer transactional (Bass, 1999). Transformational leadership implies that followers exceed agreements and expectations within which the leader-follower relation goes any other than with the transactional leadership wherever the economic exchange so as to meet self-interests within the foreground. This review focuses on the employee’s performance and his motivation, determined by transformational leadership vogue. However, there has been no try as of nevertheless to check linkages considering the idea of motivation as negotiator between transformational leadership and individual performance.

1.3 General Objectives
To evaluate the influence of transformational leadership and employee performance a survey of Nandi County Government

1.3.1 Specific objectives
In conducting the study, the Study was guided by the following objectives:
  i) To investigate the influence of idealized influence on employee Performance in Nandi County.
  ii) To establish the evaluation of inspirational motivation on employee performance in Nandi County.
  iii) To analyse the evaluation of intellectual stimulation on employee performance in Nandi County.
iv) To evaluate the influence of individualized consideration on employee performance in Nandi County.

1.4 Research Questions
i. To what extent does idealized influence employee performance in Nandi County?
ii. What is the evaluation of inspirational motivation on employee performance in Nandi County?
iii. Does Intellectual stimulation does affect employee performance in Nandi County?
iv. Does individualized consideration influence employee performance in Nandi County?

1.5 Significance of the Study
The study was expected to shed light on the effects of transformational leadership on the performance of employees in the County. The study findings were expected to benefit organizations and sub counties intending to obtain effective performance from their workers by using new approaches to leadership. It was to provide guidelines to improve relationship between leaders and subordinates.

The study was also deemed useful to the policy makers and administrators in the County by employing leadership styles in relevant situations effectively. This was to help reduce social accidents, wastage and internal conflicts in the working environment as it was to provide guidelines for duties and responsibilities for both leaders and subordinates.

Finally, this study was deemed useful to future learners, studies and other academicians digesting the effect and importance of different leadership styles on performance. The research aimed at improving employee performance through the various leadership styles.

1.6 Limitations of the study
The research was limited to deal with the influence of transformational leadership on employee performance in using the Sub Counties in Nandi. This can be mitigated by ensuring that the survey from the sub county gives a true view of the entire County.
The data collection instrument was limited to questionnaires. The sample size was not diverse enough to give the image of all the departments functioning in the County. This was mitigated by ensuring that the questionnaires were thorough and captured all the information that was needed to ensure that adequate information is collected.

The other limitation was respondent’s inability to give comprehensive facts in so far as performance of the County. This was solved by ensuring that respondents were assured of confidentiality of their information.

1.7 Scope of the study
The scope of this study extended to managers in six sub counties in Nandi County namely; Mosop, Chesumei, Emgwen, Nandi Hills, Aldai and Tinderet. Respondents include; Administrators, Heads of DepartmentandMiddle level and Operational Employees. The study focussed on exploring the influence of transformational leadership on employee performance. This stimulated the execution of defined duties, meeting of deadlines and achieving departmental goals from 2013 to 2015. The study was done in Nandi County Government and took place between August and September 2016.

1.8 Operational definitions of Terms

Leader: A leader is one who is given an authority by the organization to lead the subordinate toward achieving a predicted goal.

Followers: There is no leader in isolation or absence of followers. Followers are people being lead by the leaders who voluntarily relinquish to the leader their right to make certain independent decisions.

Group: A group is a number of people who communicate with one another often over a period of time or span of time and who are few enough so that each person is able to communicate with all others not as at second hand, through other people, but face to face. Group can be defined as two or more people who interact and influence each other towards a common purpose.
**Goal:** Goals are the ends toward which organizational actions are directed. Goals are desired and pursued by an organization.

**Motivation:** Motivation is that which causes an individual to change his or her behaviour in a directed end. It is also that which causes an individual to forget his or her own interest and to pursue the interest of an organization.

**Transformational leadership** is a style of leadership where the leader works with employees to identify the needed change, creating a vision to guide the change through inspiration and executing the change in tandem with committed members of the group.

**Idealized influence:** Idealized influence refers to the behaviours of a transformational leader that evokes his or her followers’ trust, admiration, respect and their desires to emulate the leader.

**Individualized consideration:** Diagnoses and promotes the needs of each follower. Each follower or group member has specific needs and desires. For example, some are motivated by money while others by change and excitement. The individualized consideration element of transformational leadership recognizes these needs.

**Intellectual stimulation:** Intellectual stimulation primarily means that new, artistic and innovative ways of doing traditional leadership. Stimulates followers to look at the world from new viewpoints and questions old assumptions, beliefs and paradigms.

**Inspirational motivation:** Simply articulates an attractive vision and provides meaning and a sense of purpose to what needs to be performed.
CHAPTER TWO

LITERATURE REVIEW

2.0 Theoretical review
The study involved various theories that relate to the leadership styles of an organization. The theories involve the contingency theory and behavioural theory of leadership which elaborate the leadership styles of an organization.

2.1.1 Contingency Theory
Fiedler’s (1964) contingency theory directed the study variables by the assertion that the leader’s ability to guide is contingent upon varied situational factors, as well as the leaders’ most well-liked vogue, the capabilities and behaviours of staff that rely heavily on the situational factors. This theory propounds the intimate approach to management by specializing state of affairs initial instead of structure means to use selected leadership vogue which will stimulate individual performance (Hocker, 2011).

The Contingency Leadership theory argues that there is no single method of leading which each leadership vogue ought to be supported by things. This signify that there are unit bounds for those that perform at the most level in bound places; however at bottom performance once taken out of their component. To a precise extent, contingency leadership theories are extensions of the attribute theory, within the sense that human traits are associated with things during which the leaders exercise their leadership. It is usually accepted at intervals the contingency theories that leaders are additional probably too precise their leadership once they feel that their followers are responsive (Kerr, 2008).

Fiedler’s contingency theory stressed the leader's temperament, or psychological disposition, could be a main variable in her/his ability to guide and aforesaid that however the cluster receives the leader, the task concerned and whether or not the leader will really exert management over the cluster are the three principle factors that confirm the leader-led arrangement. Thus, the values from the smallest amount most well-liked colleague are additional and so averaged to provide the score (Hussey, 2012).
The assumption here is that, a private United Nations agency trying to influence others should use each directive (task) and accessory (relationship) behaviours. But this assumption will not cater for the inherent modification in human behaviours that necessitated completely different approaches in management and so can leave a spot within the Study’s field to do and bridge the gap by testing for the impact of this assumption to worker behavioural event qualities in performance (Heneman, 2013).

Any leadership vogue depends on a selected situation; by this conductor tacit that; the behavioural patterns of the leader can facilitate him / her acquire competences required for effectiveness in victimization of the designs in their relevant things and so effectiveness in performance. But the opposite assumption during this theory left lots to be desired, since things are determined by each external and internal factors that affected the method workers seasoned the things given to them (Karen, 2009). Contingent reward refers to leaders clarifying the work that must be achieved and use rewards in exchange for good performance. Management by exception (passive) refers to leaders intervening only when problem arise (Rukhmaniet.al., 2014) whereas management by exception (active) refers to leaders actively monitoring the work of followers and make sure that standards are met (Antonakiset.al., 2011)

Contingency theory is in agreement with the study that top management leaders have ability to influence other workers through inspirational motivation and intellectual stimulation. This implies that management has impact on the performance of other workers. For example Fiedler’s (1964) contingency theory directed that the study variables by the assertion that; the leader’s ability to guide is contingent upon varied situational factors, as well as the leaders’ most well-liked vogue, the capabilities and behaviours of staff that rely heavily on the situational factors. This theory propounds the intimate approach to management by specializing instate of affairs initial instead of structure means that, to use selected leadership vogue which will stimulate individual performance (Hocker, 2011).

The contingency theory is relevant to this study because it explains that there is no best way to organise organisation but it depend both internal and external factors. It further
explains that, leaders should strategies their plan and can motivate its employee by rewarding them when there is achievement.

2.1.2 Behavioural Theory of Leadership

Behavioural theories of leadership are units classified as a result of the specialization on the study of specific behaviours of leaders. For behavioural theorists, a leader’s behaviours that the best predictor of his leadership influences and the results has the best determinant of his or her leadership success. This behaviour-focused approach provides real selling potential, as behaviours are conditioned in a manner that one will have a selected response to specific stimuli. As a result; supposition that leaders are born, (Great Man Theory) through to the likelihood that we are able to measure leadership potential (Trait Theory) via psychological science measurements and so to the purpose that anyone is created a leader (Behavioural Theories) by teaching them the fore most applicable behavioural response for any given scenario. On a facet note, there is wonderful leadership programs out there to guide on leadership journey, simply it assure that the program selected is complete. As leadership studies that were geared toward distinctive the acceptable traits did not yield any conclusive results (Brain and Lewis, 2004).

The task involved leaders that focus their behaviours on the organization, the operative procedures (S.O.P.) and that they prefer to keep management. Task-oriented leaders are concerned with their employee’s motivation; but it is not their main concern. They will favour behaviours that are in line with: Initiating, organizing informative and knowledge Gathering the individuals oriented leaders are focusing their behaviours on guaranteeing that the inner desires of the individuals are glad. Therefore they inspire their employees through action of the human relation. Individual’s oriented leaders still specialize in the task and therefore the results; they simply attain them through totally different means. Leaders with land focus can have behaviours that are in line with: encouraging, observing and listening (Bass, J. R., & Gordon, B. S. 2015).

The situation is not thought during the approach of leadership. Several traits are too obscure or abstract to measure and observe. Studies haven't adequately coupled attributes with leadership effectiveness. Most trait studies omit leadership behaviours and followers’
motivation as mediating variables. There’s one best thanks to lead. Leaders with specific high concern for each individuals and production or thought and organization are going to be effective. Situational variables and cluster processes ignored; studies didn’t determine the things wherever specific kinds of leadership behaviours are relevant. Thus, the vision of making wonderful merchandise remained with the corporate throughout his absence. He delineates his company as cooperative and arranged sort of an initiate.

These best peaks are powerful in the transformational approach and Jobs embodied the bulk of dimensions of this leadership as arranged out (Stout, 2013): Idealized influence – inculcation trust and appreciation from follower’s sacred motivation inspire followers to possess correct behaviour. Intellectual stimulation “change agent” to stimulate creative thinking. Individualized thought that completely acknowledging desires and values of the followers. He was sort of a demi-god to several and so was trusty and appreciated. His sacred motivation was one among his greatest gifts. He turned an easy company into a revolutionary culture jointly of the fore most wanted corporations to figure for with a number of the fore most wanted merchandise within the world. Little question his intellect was genius which he stirred up creative thinking and intellect among followers and alternative leaders. The workers who make up such a leadership typically have a sense of being valued and of happiness and are guided to a better vision of self-actualization and therefore the bigger goals of the organization (Stout, 2013).

Eventually though', his transformational vogue led to accounts of abuse of power. Below his influence, several workers were overworked which frequently led to give out (Bass, J. R., & Gordon, B. S. 2015). Several staff were conjointly therefore reworked that they primarily became enchanted on the organization and culture to the purpose wherever they were keen about all things. Who wouldn’t be seduced by a high play acting company and in constant worry of losing out on such a dream job this is often a fine line wherever transformational leadership and cult standing can exist. As Associate in nursing example, would the speculation add a scientific or tutorial setting? This raises the priority of whether or not the speculation are going to be universally applied and to House’s credit, he would presumably admit that it is limitations (Stout, 2013). The foundation of transactional leadership is an exchanging process between leaders and followers.
Transactional leaders focus on the interpersonal transactions between managers and employees; they motivate followers by exchanging rewards for high performance (Brain and Lewis, 2004).

Transactional leaders are able to entice subordinates to perform and thereby achieve desired outcomes by promising the rewards and benefits for the accomplishment of tasks. Bass (2014) indicates that transactional leaders “generally reflect on how to marginally improve and maintain the performance, how to replace one goal for another, how to decrease resistance to particular actions and how to execute decisions”. This form of leadership emphasizes the clarification of goals, work principles and standards, assignments and equipment (Bass, 1985). Also they proposed that transactional leadership consists of three dimensions, namely contingent rewards, management by exception (active) and management by exception (passive) (Bass and Avolio, 2014).

Transformational leadership concerns with the transformation of followers’ beliefs, values, needs and capabilities (Brand, et.al. 2014). Kent and Chelladurai, (2013) defines transformational leadership as "the process of influencing major changes in attitudes and assumptions of organizational members and building commitment for the organization’s mission and objectives".

The transformational leadership style is characterized by four underlying dimensions, all of which are seen by Bass and Avolio (1994) as the most active and effective behaviours of leadership. These include idealized influence, intellectual stimulation, individualized consideration and inspirational motivation and are referred to as the Four I”s” (Bass, 2014).

Yukl (1998) defines Idealized influence (charisma) as behaviour that arouses strong follower emotions and identification with the leader. Bass and Avolio (2014) and Bass &Riggio, (2015) further state that through such idealized influence, leaders become role models for their followers and are admired, respected and trusted. According to Bass and Riggio (2015), leaders with great idealized influence are willing to take risks and are
consistent rather than arbitrary by demonstrating high standards of ethical and moral conduct.

Inspirational motivation includes behaviour that motivates and inspires followers by communicating high expectations and expressing purposes in simple ways, which provides meaning and challenge to their followers’ work (Bass, 2015). This inspirational motivation arouses individual and team spirit with enthusiasm and optimism (Bass, J. R., & Gordon, B. S. 2015).

Individualized consideration includes mentoring, support, encouragement and coaching of followers (Cardona, 2013). Transformational leaders link the individuals' current needs to the organization and new learning opportunities are created (Mester, et al., 2011). Intellectual stimulation involves leaders stimulating their followers' effort to be innovative and creative by questioning assumptions, reframing problems and approaching old situations in new ways (Eastman, 2016). Leaders with this trait stimulate and encourage creativity in their followers (Covey, 2016).

Behavioural theory of leadership is in agreement with the study that firm’s performance relay on the individual consideration and the idealized influence since the leaders act as the role models to other employees. For example behavioural theorists, a leader’s behaviours that best predict of his leadership influences and as a result, is that the best determinant of his or her leadership success. This behaviour-focused approach provides real selling potential, as behaviours are conditioned in a very manner that one will have a selected response to specific stimuli. As a result, we've got gone from the supposition that leaders are born, (Great Man Theory) through to the likelihood that we are able to measure your leadership potential (Trait Theory) via psychological science measurements and so to the purpose that anyone is created a leaders (Behavioural Theories) by teaching them the fore most applicable behavioural response for any given scenario (Brain and Lewis, 2004).

This theory is relevant in sense that transformational leaders link the individuals' current needs to the organization and new learning opportunities are created (Mester, et al.,
Intellectual stimulation involves leaders stimulating their followers’ effort to be innovative and creative by questioning assumptions, reframing problems and approaching old situations in new ways (Nicholason, 2007). Leaders with this trait stimulate and encourage creativity in their followers (Covey, 2007). Hence organizational achievements are reached.

### 2.2 Criticisms of the Theories

#### 2.2.1 Contingency Theory

The assumption here is that; a private United Nations agency tries to influence others should use each directive (task) and accessory (relationship) behaviours. But this assumption will not cater for the inherent modification in human behaviours that necessitated completely different approaches in management and so can leave a spot within the researcher’s field to do and bridge the gap by testing for the impact of this assumption to worker behaviour eventualities in performance (Heneman, 2013).

Any leadership vogue depends on a selected situation; by this conductortacit that; the behavioural patterns of the leader can facilitate him / her acquire competences required for effectiveness in victimization the designs in their relevant things and so effectiveness in performance. But the opposite assumption during this theory left lots to be desired, since things are determined by each external and internal factors that affected the methodworkers seasoned the things given to them (Karen, 2009).

#### 2.2.2 Behavioural Theory of leadership

The situation is not considered in this approach. Many traits are too obscure or abstract to measure and observe. Studies have not adequately linked traits with leadership effectiveness most trait studies omit leadership behaviours and followers’ motivation as mediating variables. There is one best way to lead . Leaders who express high concern for both people and production or consideration and structure will be effective. Situational variables and group processes ignored; studies failed to identify the situations where specific types of leadership behaviours are relevant. Thus, his vision of creating amazing products remained with the company during his absence. He described his company as collaborative and organized like a startup. “If you want to hire great people and have
them stay working for you, you have to let them make a lot of decisions and you have to be run by ideas. Not hierarchy” (D8, 2008). This bespeaks strongly of the transformational approach and Jobs embodied the majority of dimensions of this leadership as laid out by Simic (1998):

Idealized influence – instilling trust and appreciation from followers Inspirational motivation inspire followers to have correct behaviour. Intellectual stimulation “change agent” to stimulate creativity and thinking. Individualized consideration – positively acknowledging needs and values of followers

Strengthening Leadership & Management Kimberly Marie Celse TUW Department of I-O Psychology, 2014 He was like a demi-god to many and therefore was trusted and appreciated. His inspirational motivation was one of his greatest gifts. He turned a simple company into a revolutionary culture as one of the most sought after companies to work for with some of the most sought after products in the world. No doubt his intellect was genius and that he stimulated creativity and intellect among followers and other leaders. The employees who fall under such a leadership usually have a feeling of being valued and of belonging and are guided to a higher vision of self-actualization and thus the greater goals of the organization (Odetunde, 2013)

Eventually though, his transformational style led to accounts of abuse of power. Under his influence, many employees were overworked which often led to burn out (DeGrosky, 2012). Many workers were also so transformed that they essentially became transfixed on the organization and culture to the point where they were dependent on all things Apple and their leader. This is a fine line where transformational leadership and cult status can coexist. As an example, would the speculation add a scientific or tutorial setting? This raises the priority of whether or not the speculation will be universally applied and to House's credit, he would most likely admit that it is limitations (Gresham, 2013).
2.3 Empirical Review

2.3.1 Effect of idealized influence on Employee performance

Idealized influence refers to the behaviours of a transformational leader that evokes his or her followers’ trust, admiration, respect and their desires to emulate the leader. Those behaviours embody considering the wants of their followers higher than the leader's own interests or gains and demonstrating consistency and smart ethics in their conduct (Bass & Avolio, 1994). Similarly, Jandaghi, G., Matin, H. Z., & Farjami, A. (2009) expressed that such leaders demonstrate high standards of ethical and ethics. By therefore doing, followers would be impressed to emulate the leader, therefore raising the bar in terms of the standard of their performance at work. Previous studies have confirmed that perfect influence features a direct impact on individual performance (Bass & Avolio, 2014,). Burns (2008) referred perfect influence as attractiveness.

Transformational leadership vogue concentrates on the event of followers likewise as their wishes. Managers with transformational leadership vogue target the enlargement and development necessary system of staff, their sacred level and moralities with the preamble of their skills. The aim of transformational leadership would be to remodel people and organizations among a literal sense to vary them among the mind, insight and understanding. Reasons produce behaviour congruent with values, concepts and brings concerning changes that unit permanent, self-perpetuating and momentum building (Dodd, 2014).

Per Gaver, (2011), transformational leadership happens once leader become wider and uphold the interests of the staff, once they generate awareness and acceptance for the aim and assignment of the cluster, thus once they combine staff to appear on the so much face their own self-interest for the good of the cluster. Perfect influence encompasses behaviours that instil pride in followers for being related to the leader typically connoted or synonymous to attractiveness. It indicates that leaders can transcend their individual self-interest for the bigger smart of the cluster and build personal sacrifices for others’ profit.
A transformational leader with perfect attributes displays a way of power and confidence and is in a position to reassure others that they'll overcome obstacles. They have a tendency to speak regarding their most vital values and beliefs and therefore the importance of trusting each other. They emphasize a collective mission and note the importance of getting a robust sense of purpose. The members or team of the organization typically emulates leaders who possess perfect influence, viewing the leader as an attractive personification of the values and mission of that organization.

Leadership can be a social influence methodology throughout that the leader seeks the voluntary participation of subordinates in a very trial to achieve organization goals. A winner is going to be made public as somebody agency delegates or influencing others to act thus on performs nominal objectives. Since the late 2014s, transformational leadership theory has gained popularity in the leadership field. Contrary to earlier theories, transformational leadership theory put an emphasis on emotions and values to demonstrate how a leader can acquire the ability to affect and motivate followers to succeed beyond expectations. The symbolic behaviour and role of the leader were also emphasized to make results more meaningful and effective for followers (Yukl, 1999).

Although Burns (1978) formed the transformational leadership paradigm as a new understanding of leadership, Bass and his colleagues (Bass, 1985 and Bass, 1996) have further researched it. They explain transformational leadership mainly as the leader’s effect on followers and the behaviour applied to achieve this effect. Leaders help followers to feel trust, admiration, loyalty and respect, which motivate them to do more than they initially expected to do. Leaders also encourage followers to be aware of task outcomes and to supersede their own self-interest for the benefit of the organization. Bass (2014) describe the transformational leader as one who has a vision of the future that excites and motivates followers and considers each individual in elaborating differences among them.

The transformational leadership paradigm concentrates more on what the leader achieves, rather than his or her personal characteristics. In chaotic environments, transformational leaders are likely to be more effective because they look for new ways of working, for opportunities in the face of risk, for effective answers to questions and are less likely to
maintain the status quo. For that reason, they may respond positively to changes in the external environment Beugré, C. D., Acar, W., & Braun, W. (2006).

Braun (2006) renders behaviours undertaken by effective leaders as actions of perceiving opportunity and generating vision, allowing others to accomplish the vision (Intellectual stimulation), communicating a vision that arouses (charisma), endorsing commitment in followers (individualized consideration) and constructing trust through individual commitment (inspirational motivation). According to Bass (1996), transformational leaders work in ways to accomplish superior outcomes by using one or more of the dimensions of transformational leadership.

Even if Bass (1996) includes individualized consideration as one of the dimensions of transformational leadership, Trottier, Van Wart and Wang (2008) state that it should be placed with transactional cluster as it increases satisfaction and performance in day-to-day settings and reduces turnover. As a result, individualized consideration was not included in the transformational leadership dimensions in this study.

Today’s UN agency perceives the complexities of the pace dynamical world atmosphere. If the task is very organized and conjointly the leader has sensible relationship with the staff, effectiveness is high on the part of the staff. Measured the leadership effectiveness and leadership role and its influence on performance, leadership behaviours and attitudes. They found that high leadership indexes do not appear to be related to past performance records but associated every to higher potentiality of magnified performance and to higher name of organizations, inform among the direction of a pregnant influence of behavioural quality and dynamics on the leadership perceived level (Dawson, 2014).

A mechanism of leadership styles moving team innovation among the personal analysis centres investigated the link between fully totally different leadership styles and team innovation with the mediating effects of data sharing and team communication. Exploring the link between organization Culture and class of Leadership we’ll use the factors like organization Culture, Transformational Leadership, Transactional Leadership and capitalistic Leadership. The influence of leadership styles on employees’ job satisfaction publically sector organizations in country. Leadership vogue can have an impact on
organization commitment and work satisfaction fully and work satisfaction intern can have an impact on organization commitment and work performance fully (Fiol, 2011). As Kirega (2015) asserts, the necessity for a couple of sort of company approach is needed to have efficiency and proper employee management which can end in improved performance.

2.3.2 Effects of inspirational motivation on Employee performance

Inspirational motivation and perfect influence are typically combined to make charismatic-inspirational leadership (Bass & Riggio, 2015). Sacred motivation refers to transformational leaders sharing a compelling vision or goal with their followers and perpetually motivating them to achieve for the goal whereas boosting their confidence and consoling them that barriers faced is overcome (Bass & Avolio, 1994). Higher levels of motivation are coupled with higher levels of performance (Shamir, House & Arthur, 1993). Inspirational motivation represents the utilization of vision by transformational leaders (Bass & Avolio, 2014). Effective leaders are the ingenious craftsmen of their organization's mission. They communicate their missions in ways that create great fundamental demand. Vision is a key leadership behaviour for increasing workforce support in organizational augmentation and development. Inspirational motivation measures vision by tracing the rate at which leaders utilize symbols, metaphors and basic emotional demands to raise awareness and understanding of commonly desired goals (Karaca 2010).

Motivation and inspiration are two common values of transformational leaders. Transformational leaders provide significant and challenging work, clearly explain their vision and communicate the importance of the organization's mission and objectives to their followers. They speak positively and passionately about the future and express confidence that organizational goals will be achieved. Transformational leaders also stimulate team spirit, generating hope and passion among followers (Bass, 1985; Bass & Avolio, 1994, 2004).

Leaders display inspirational motivation when they encourage employees to do their best and achieve beyond expectations. For that reason, utilization of inspirational motivation helps to increase employees' feelings of self-reliance, enabling them to optimally carry
out their jobs (Snyder & Lopez, 2014). According to Avolio et al. (1991), even within the absence of the leader, sacred motivation typically produces individual effort and performance on the far sidetraditional expectations, therefore making followers who are freelance in handling challenges on their own. The degree to that the leader articulates a vision that is appealing and provoking to followers. Leaders with sacred motivation challenge followers with high standards communicate optimism regarding future goalsandsupply which means for the task at hand. Followers have to be compelled to have a robust sense of purpose if they're to be motivated to act. Purpose and which means give the energy that drives a gaggle forward. The visionary aspects of leadership are supported by communication skills that build the vision perceivable, precise, powerful and interesting. The followers are willing to take a positional lot of effort in their tasks; they’re inspired and optimistic regarding the long run and believe their talents.

The sacred Motivation dimension is created through behaviours that facilitate a sense of optimism and a commitment to organization goals and vision. Further, sacred motivation provides intending to the work of followers. A leader’s attractiveness, “a method wherever leaders arouse followers by being visionary, psychological feature and powerful, assured and charming to followers” is that the total of sacred motivation and perfect influence. Leaders Who show attractive leadership are able to use communicative language that is showing emotion appealing and communicate a transparent vision that is concerning the requirement and values of the followers” (Kelloway et al., 2011).

2.3.3 Effects of Intellectual stimulation on Employee Performance

Intellectual stimulation primarily means that new, artistic and innovative ways of doing traditional leadership. It is outlined that the degree to encourage others to be artistic in gazing recent issues in new ways produce associate in nursing setting that is tolerant. Another definition of intellectual stimulation is questioning recent assumptions and therefore the establishment. Gigantic work has been done upon intellectual stimulation and leadership at international level (Avolio, 2004). Role of intellectual stimulation in effective management has conjointly been studied in alternative areas like education, leadership, temperament development and business besides health. Intellectual
stimulation conjointly effects leadership vogue. Leaders alone cannot solve all issues. In today’s advanced world issues require experience of multiple resource help. In today’s dynamic international world of competition, organizations should vie successfully. In any huge organization various factors influence the generation of creative thinking at the individual and organization level. At the individual level, intensive body of analysis suggests that individual creative thinking needs experience, power skills and intrinsic task motivation. Experience refers to information, proficiencies and skills of workers to form a contribution to their fields. Power skills embody psychological feature skills and meetHeads of department temperament variables. These influence application of those with powerful skills.

Task motivation is crucial in turning artistic potential into actual artistic concepts. Studies ensure that higher the amount of every of those 3 parts, higher the creative thinking. At the organization level, Study have conjointly enclosed individual characteristics as a part of the broader frame work explaining creative thinking within the work place analysis in psychology suggests that accessory behaviour on the a part of the co- staff and supervisors within the work place enhances employee’s creative thinking. Leadership vogue conjointly influences the generation of creative thinking at individual and organization level. Transformation leadership vogue creates work setting causative to creative thinking by that specialize in specific techniques, like involving workers in decision making process and downside solving; empowering and supporting them to develop bigger autonomy, work and teaching them to figure at recent issues in new ways in which. Creative thinking and innovation are major variables of intellectual stimulation, typically interchangeable. While not these explicit dimensions of intellectual stimulation it is terribly troublesome to manoeuvre ahead and provides quality output in today’s dynamic world.

Quality matters all told walks of life and provision of quality normal services to the community in health sector is said to transformation leadership. One among the necessary issues in health sector is lack of Total Quality Management (TQM), leading to discontentment of the shoppers. In study focus was on the utilization of transformational
leadership as a method to manoeuvre health care organizations on the far side ancient values and approaches by building upon the core values of TQM (Riggio, 2004).

Transformational leaders encourage followers’ ideas and assess their efforts to be more creative in solving problems by questioning assumptions, re-describing problems and redefining old situations in new ways. This stimulation occurs mainly through empowering followers to take the initiative (Riggio & Orr, 2004). Transformational leaders also challenge followers to generate new ideas which are not completely different from the strategies and ideas of the leaders’ own. They hearten their followers to confront old values, traditions and beliefs that may be obsolete for today’s problems, articulate threats that the organization may encounter and offer opportunities for improvement. These leaders posit challenging expectations and support new ideas so followers will accomplish higher performance levels and simultaneously show compassion in regard to past mistakes. Finally, leaders who intellectually stimulate their followers do not condemn them for having diverse ideas but support them in taking necessary risks (Avolio, 2004).

Bass and Avolio (1999) also state that these types of leaders may shift perspectives or unearth hidden assumptions to expose alternative causes that alter the agency’s direction. Redmond et al. (1993) specifies that when leader behaviour increases follower self-efficacy, it results in a higher level of follower creativity in problem-solving situations. Therefore, leader-follower cooperation gains in importance as followers’ desires increase to find mutual solutions to problems. Once this takes place, followers will have increased trust in and attachment to both their leaders and their organization (Redmond et al., 1993).

Transformational values and competencies have a crucial role in achieving a health system that fosters community well-being and basic look after all. Newer ideas argue that consumer satisfaction cannot be achieved while not adoption of transformational leadership behaviour and employment of intellectual stimulation. Use of those tools ends up in new ways of enhancing the productivity of health skilled by virtue of its professional competence, innovation, creativity, information and skills that successively end up in consumer satisfaction. Specific downside that has been determined is lack of
true transformational leadership in administration department in developing Countries; within the type of employment of intellectually stirred up behaviour on a part of the health managers. This successively affects the standard of services. Asian country as a developing country has been taken as case study for this analysis. Focus of this text was to assess the perception of employees managers concerning the key variables of intellectual stimulation, with special stress upon the information, opinion and knowledge (Orr, 2004).

2.3.4 Effects of Individualized consideration on Employee Performance

Bass (1999) delineate sacred motivation as providing followers with challenges and which means for partaking in shared goals. Bass and Steidlmeier (1999) took it any distinctive seceded motivation because the leader’s ability to speak his or her vision in a very method that evokes followers to require action in an endeavour to satisfy the vision. Sacred motivation allows leaders to stay targeted on the vision of the cluster despite any obstacles which will arise (Kent, Crotts, &Azziz, 2013). Yukl (2015) delineate sacred motivation behaviours as human activity Associate in Nursing appealing vision, victimization symbols to focus subordinate effort and modelling applicable behaviours. Some Studies have connected sacred motivation to ideas of ethics, claiming that once leaders show concern for organization vision and follower motivation, there area lot of inclined to form morale selections (Banjeri& Krishnan, 2014).

The relevancy of transformational leader behaviours in an internet schoolroom has however to be examined. However, outcomes of transformational leadership in virtual organization settings are the main target of the many studies. Virtual environments, each schoolroom and organization, give distinctive opportunities for leaders in terms of achieving goals, facilitating collaboration and establishing strategic relationships, additionally to overcoming ancient barriers like price, location, time and area (Eom, 2009).

Eom found that transformational leader behaviours in virtual organizations LED to employees’ magnified trust within the leader and better overall performance. Purvanova and Bono (2009) examined worker outcomes in terms of performance and satisfaction in
virtual organizations compared to face-to-face organizations with leaders thought of to show transformational behaviours of perfect influence, sacred motivation, intellectual stimulation and individualized thought. Results indicated that then a lot of transformational leadership behaviours that are displayed by leaders, the a lot of glad workers are in addition, Ruggieri (2009) examined the concept of transformational and transactional leadership in regard to follower outcomes in interactive virtual contexts. They found that transformational leaders are delineated by followers as oriented a lot of toward the long run and development of followers than are transactional leaders (Ruggieri). These findings are in line with Hoyt and Blascovich’s (2011) study that determined higher levels of follower satisfaction with leaders displaying transformational leadership behaviours than those displaying transactional leadership behaviours in virtual interactive contexts. Once led by a transformational leader, followers reported higher levels of satisfaction, motivation, authorization and cohesion (Hoyt & Blascovich; Ruggieri, 2011).

The topic of performance is not a straightforward one (Corvellec, 1995). The correct interpretation of the word performance is important and must never be misread in the context of its use. In other words performance is the competency of individuals to transform the resources within the firm in an efficient and effective manner to achieve organizational goals (Daft, 1997).

Individual’s performance refers to ability of an individual to achieve such objectives as high profit, quality product, large market share, good financial results and survival at predetermined time using relevant strategy for action (Koontz and Donnell, 1993). Organizational goals vary depending on the purpose for which they are established. Business organizations have profit, growth, stability and survival as the main goals. A high performance individual is characterized largely by the following: high outputs or productivity, sustained and increasing market share, greater profitability or shareholder value, innovation and differentiation of service from that of its competitors in its sector in one way or another (Stevens, 2014). The popular ratios that measure individuals performance in terms of financial performance can be summarized as profitability and growth: return on asset (ROA), return on investment (ROI), return on equity (ROE),
return on sale (ROS), revenue growth, market shares, stock price, sales growth, liquidity and operational efficiency (Drury, 2008).

Venkatraman and Ramanujam (1986) in their study presented the organizational performance measurement methods such as the financial performance, business performance and organizational effectiveness, which were adopted as the dimensions of the organizational performance (Wang, at-al., 2014) This study will emphasize organizational performance as a dependent variable measured by financial performance in terms of profitability by using measurements such as ROI, ROA, ROE, ROS and in terms of turnover measurements including stock turnover, creditor turnover, debtor turnover, fixed asset turnover and total assets turnover.

Also, non-financial performance will be considered in measuring the organizational performance in this study. Non-financial performances which will be considered include employee morale and satisfaction, conducive working environment, organizational reputation, organizational attraction to professionals, corporate social responsibility and customer satisfaction
2.4 Conceptual Framework
As the conceptual framework shown below indicates, the independent variables are the dimensions of Transformation leadership and employee performance the dependent variable.

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transformational Leadership</strong></td>
<td><strong>Employee Performance</strong></td>
</tr>
</tbody>
</table>
| Idealized Influence  | ➢ Productivity  
➤ Role models  
➤ Involvement |
| Inspirational motivation | ➢ Quality of service  
➤ Inspire confidence  
➤ Motivation |
| Intellectual Stimulation | ➢ Values creativity  
➤ Challenges  
➤ Assumptions |
| Individualized Consideration | ➢ Provide trainings  
➤ Able to recognize |

Figure 2.1: Conceptual Framework

2.5 Knowledge gap
The study focuses on the employee performance in relation to transformational leadership which is found by the study as the main challenge on institutional performance. Therefore related studies are encouraged to be done on the field of worker/employee performance influenced by various mode of leadership in an institution.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design
Research design is considered as an outline for research, dealing with at least four problems namely: which questions to study, which data are relevant, what data to collect and how to analyse the results (Kumssa, 2011). The best research design depends on the research question as well as the orientation of the Study. While carrying out the study, the Study adopted a descriptive research design. This design investigates the current status and nature of the phenomena. Kothari (2011) defines descriptive as a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. Descriptive research, describes data and characteristics about the population or phenomenon being studied. According to Coopers and Schindler (2004) descriptive studies are more formalized and typically structured with clearly stated hypotheses or investigative questions. The descriptive analysis approach was chosen for the present study, because it seeks to gain insight into a phenomenon as a means of providing basic information in an area of study (Koul, 2011). The descriptive research design was adopted in this study based on the conceptual relationship between the independent variable and the dependent variable.

3.2 Study Area
Study area is the place where the study was conducted. This study was done in the six Sub-Counties in Nandi County. These Sub-Counties are Chesumei, Emgwen, Aldai, Mosop, Tindiret and Nandi Hills. Specifically Nandi County is selected due to its proximity to the Study and have Sub-Counties where these leaderships are applied in day to day activities. The Study therefore got required information using least time possible and resources to access the required respondents (Collis and Hussey, 2014).
3.3 Target Population

Study population is a study of a group of individuals taken from the general population who share a common characteristic, such as age and sex. Target population about which information is desired for the study is derived from the population. The population that is actually surveyed is the study population (Mugenda and Mugenda, 2011). The population of interest in this study was 409 employees drawn from all the six Sub-Counties under review.

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Selected Administrators</th>
<th>Heads of department</th>
<th>Middle level &amp; Operational Employees</th>
<th>Target population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub County</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chusumel</td>
<td>2</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Mosop</td>
<td>3</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Emgwen</td>
<td>2</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Nandi Hills</td>
<td>5</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Tindiret</td>
<td>3</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Aldai</td>
<td>4</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1</td>
<td>9</td>
<td>4</td>
</tr>
</tbody>
</table>

3.4 Sample Size

Sample size refers to the number of observations or replicates to include in a statistical sample Orodho (2009). The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. Sampling technique refers to a procedure of selecting a part of population on which research can be conducted, which ensures that conclusions from the study can be generalized to the entire population. The Study obtained sample size using the Fishers formulae for a target population of less than 10,000. The sample size of this study was calculated using the formula below as recommended by Fishers (2014):
\[ nf = \frac{n}{1 + \frac{n}{N}} \]

Where;

NF = Sample size (when the population is less than 10,000), 384

n = Sample size (when the population is more than 10,000);

N = Estimate of the population size; 409

Therefore the sample size for this survey was calculated as follows;

\[
NF = \frac{384}{1 + \frac{384}{409}} = 197
\]

This study was therefore sampled 197 respondents

The sample size is represented in table 3.2 below:

<table>
<thead>
<tr>
<th>Selected Sub County</th>
<th>Selected Administrators</th>
<th>Heads of department</th>
<th>Middle level employees</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemu</td>
<td>2</td>
<td>9</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Mosop</td>
<td>3</td>
<td>7</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Egwen</td>
<td>2</td>
<td>7</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Nandi Hills</td>
<td>5</td>
<td>7</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Tindiret</td>
<td>3</td>
<td>7</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Aldai</td>
<td>4</td>
<td>7</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Sample Size</strong></td>
<td><strong>9</strong></td>
<td><strong>4</strong></td>
<td><strong>2</strong></td>
<td><strong>1</strong></td>
</tr>
</tbody>
</table>

30
3.5 Sampling Procedure
This study employed stratified random sampling method as a technique of probability method which was done according to the six sub counties in Nandi County (Chesumei, Mosop, Emgwen, Nandi Hills, Tindiret and Aldai). In this technique, the population is stratified into a number of non-overlapping subpopulations or strata and sample items are selected from each stratum. Also stratified random sampling method was done according to the structure of sub counties (Administrators, Heads of department, Middle level and Operational Employees). The first stratum is made up of the administrators that are the directors and the deputies, heads of department and Middle level and Operational Employees. Purposive sampling technique was used to select 19 administrators and 42 heads of department because they have specific information for each department. Simple Random Sampling technique was used to select 136 Middle level and Operational Employees in each sub county since all staff and have the same characteristics and the probability of being chosen is equal.

3.6 Description of the Data Collection and Research Instrument
The Study used a questionnaire to collect data from Middle level and Operational Employees of the sub county government and from administrators and heads of departments as research instrument.

3.6.1 Description of the Data Collection Procedures
Before the actual data collection exercise took place, the Study undertook preliminary survey within the selected study area and tried to make appointments with the identified persons. During the appointment day, the Study personally administered the questionnaires to the selected respondents in the morning and collects them in the afternoon; this was done after receiving permission from the university to carry out research in the identified area of study. Data was collected from the respondents using questionnaires as the main collection tool. A follow up was made to ensure that the questionnaires would be according to the research objectives.
3.6.2 Questionnaires

The questionnaires were issued to all the respondents’ choices for the study to seek for their responses and basing on the research questions. In developing the questionnaire items, closed/ fixed format questions of the item were used in all categories to enable the Study to get specific responses from the respondents. Closed format questions usually take the form of multiple-choice questions. The multiple-choice questions are easy for the respondent. This form of questions makes data analysis to be easy for the Study. By restricting the answer set, it is easy to calculate percentages, frequencies and other hard statistical data over the whole group or over any sub group of participants.

The questionnaire was divided into section A and section B. Section A of the questionnaire enabled the Study to collect demographical data of the respondents such as age, gender and years worked in the organization (background information). Section B contained respondent’s perceptions on the various effects of transformational leadership on employee performance (specific information) which assisted the Study to be able to answer the research objectives.

3.7 Validity and reliability of the research instruments

3.7.1 Validity

According to Kombo and Tromp (2014), validity is the quality attributed to proposition or measure of the degree to which they conform to establish knowledge or truth. An attitude scale is considered valid, for example, to the degree to which an instrument can measure what it ought to measure. It therefore refers to the extent to which an instrument asks the right question in terms of accuracy. Collis (2014) defined accuracy and meaningfulness of inferences which are based on research results. The content validity of the instrument was determined in two ways; through piloting, where the responses of the items were checked against the research objectives. Through piloting, where the responses of the items were checked against the research objectives and the instrument was found valid since the questions asked to the respondents was well captured and information gathered was relevant and reliable. For a research instrument to be considered valid, the content selected and included in the questionnaire must be relevant to the variable being investigated.
Secondly, the Study used experts from the university, who are the supervisors of the Research to scrutinize the items in the data collection instruments to ensure it measures what the Study intends to capture. Their suggestions and clarifications were considered and incorporated in the final draft of the questionnaire to ensure its validity.

3.7.2 Reliability
Reliability is the consistency with which research instrument measure what it purports to measure. The questionnaire was tested for reliability by using Cronbach’s alpha to determine the internal consistency of the items. This is a method of estimating reliability of test scores by the use of a single administration of a test. Consequently, it provide good measures of reliability because holding other factors constant, the more similar the test content and conditions of administration are, the greater the internal consistency reliability (Kombo, 2015). In this study, the items were to be considered reliable if they yield a reliability coefficient of 0.70 and above. According to Katou (2008), research instruments are considered to be reliable when the value of the Cronbach’s alpha greater than 0.70. However, the Cronbach’s alpha that is less than 0.70 implied that the research instruments are not reliable and the Study would make necessary corrections before using the instruments to collect data. The study result yielded 0.83, which was above the cut off thus considered reliable.

3.7.3 Pilot Study
The questionnaire tool was subjected to a pilot study to determine its reliability. The pilot results yielded the following alpha values;

<table>
<thead>
<tr>
<th>Objective</th>
<th>Alpha value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealized Influence</td>
<td>0.82</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>0.78</td>
</tr>
<tr>
<td>Intellectual Stimulation</td>
<td>0.85</td>
</tr>
<tr>
<td>Individualized Consideration</td>
<td>0.83</td>
</tr>
</tbody>
</table>

Table 3.3 Reliability table
3.8 Data Analysis and Presentation

The data was collected using questionnaires. Data for this research was qualitative. Qualitative data analysis involved explanation of information obtained from the study. This was done through discussion and explanation of study findings. The responses in the questionnaire were coded into common themes, data cleaning and management was done to facilitate analysis. The coded data was entered in SPSS program. Both descriptive and inferential statistics was used to analyse the data. In descriptive statistics, frequencies and percentages were used. While in inferential statistics, Karl Pearson’s coefficient of correlation was applied to check whether there is linear relationship between the variables, by means of the Statistical Package for Social Sciences (SPSS) version 21.0. The findings of the study were presented using tables and figures.

3.9 Ethical Considerations

In any research, ethical protocols should be considered by the Study so as not to violate the rights and freedom of the responds. The Study ensured that all the respondents are aware of the objectives of the research and their contribution to its completion. Also, the Study sought to solicit explicit consent from the respondents so as to ensure that their participation in the study is out of their own volition. One other ethical measure which was exercised by the Study is treating the respondents with respect and courtesy (Cooper and Schindler 2014). This was done so that the respondents are at ease making them more likely to give candid responses to the questionnaire. To ensure the integrity of data, the Study checked the accuracy of encoding of the responses. This was carried out to ensure that the statistics generated from the study are verifiable (Cooper and Schindler 2014).
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Background information

The study data was analysed by use of descriptive frequency and percentages. The study findings were as indicated in the section that follows;

Table 4.1 Background information

<table>
<thead>
<tr>
<th>Gender</th>
<th>Middle level and Operational Employees</th>
<th>Administrators and Heads of department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>Percent</td>
<td>Frequency</td>
</tr>
<tr>
<td>Male</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Female</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Age bracket</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-29 years</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>30-39 years</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>40-49 years</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Over 51 years</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Work Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 5 years</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>5-10 years</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Above 10 yrs</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Education Level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Diploma</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Masters</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>0</td>
</tr>
</tbody>
</table>

The study sought information on the gender of respondents so as to eliminate any gender bias. The study sought to collect data from both genders; the findings in table 4.1 revealed that among the Middle level and Operational Employees, 51% were female.
while 49% were male thus more female than males though it was fairly distributed. The results further indicate that among the administrators, there were more males (59%) than females (40%). This was also a fair distribution since no one gender was two thirds. This implies that the Study was able to minimize the influence of gender biasness by collecting data across all genders. This was interpreted to mean that the data collected represented the views of both genders and hence was not biased despite the disparities in the distribution which indicated that there were slightly more male than female respondents in the administrators and Heads of department.

The study endeavoured to collect data from respondents of different age brackets. The results in table 4.1 revealed that majority (60%) of the Middle level and Operational Employees were aged between 40 and 49 years. About 23% of the Middle level and Operational Employees are aged below 39 years while 16% represents those aged above 51 years. Meanwhile, among the administrators and Heads of department, the majority are aged between 40 and 49 years. Those aged between 30 and 39 years were represented by 27% of the respondents while 16% of the administrators were aged above 51 years. This implies that the Study was able to obtain responses from age brackets. The findings implied that data collected represented the opinions from different age levels.

The study sought to collect data from respondents with different experiences working at the Nandi County. The study findings in table 4.1 revealed that out most of the Middle level and Operational Employees (46%) had working experience of 5-10 years. Those Middle level and Operational Employees who had above 10 years of experience were represented by 32% while those with less than 5 years of experience were the least at 20%. The results further indicate that most of the administrators (44%) had worked between 5 and 10 years. About 33% had experience above 10 years and those with below 5 years’ experience represented by 22% of the administrators. This implied that the study obtained responses from all the levels of working durations in the public sector. The study incorporated both the county government employees and those who worked with the defunct provincial system.

From the study respondents education level was important because it showed respondents knowledge to answer the questions posed to them in the questionnaire. The findings in
Table 4.1 revealed that majority of the Middle level and Operational Employees (53%) had attained diplomas. About 29% had attained undergraduate degrees while only 3% had masters and those with certificates were 13% of Middle level and Operational Employees. Majority of the Heads of department and administrators (55%) held undergraduate degrees while 28% held diplomas. About 15% of the Administrators and Heads of department held masters degrees while there were no certificates holders in administration. This implies that the Study was able to obtain responses from all the levels of education backgrounds. The findings implied that data collected represented the opinions of all respondents from different education levels.

**4.2 Descriptive Analysis of Variables**

The study sought to determine the evaluation of transformational leadership and employee performance a survey of Nandi County Government. This was done by determining the descriptive measures of the study variables (Idealized influence, inspirational motivation, intellectual stimulation, individualized consideration and employee performance) that were tested by the questionnaire. The analysis was done using descriptive statistics; percentages and frequencies.

**4.3.1 Evaluation of Idealized Influence on employee performance**

The study sought to assess the influence of idealized influence on employee performance in Nandi County. The results are as presented in tables below.
The findings on evaluation of idealized influence on employee performance indicate that 84.29% (mean=4.21) of middle level & operational employees were of the opinion that leadership rules are designed by supervisors, 65.00% (mean=3.25) of middle level & operational employees were of the opinion that employee performance is assessed by their supervisor alone and 53.54% (mean=4.18) of middle level & operational employees were of the opinion that performance requirements are designed according to the organization’s needs.

The findings on evaluation of idealized influence on employee performance indicate that 84.5% (mean=4.5) of the Administrators and Heads of department were of the opinion
that leadership rules are designed by supervisors, 66.1% (mean=3.51) of the Administrators and Heads of department were of the opinion that employee performance is assessed by their supervisor alone and 50.55% (mean=3.99) of middle level & operational employees were of the opinion that performance requirements are designed according to the organization’s needs.

The results of the study reveal that majority (84.29%) of the Middle level and Operational Employees believe that leadership rules are designed by superiors. The same trend is witnessed among the administrators and Heads of department in table 4.3 where 84.5% supported that leadership rules are designed by superiors. From these findings, it is true that superiors design leadership rules since both Middle level and Operational Employees and administrators had majority agreeing to this statement. This implies that in idealized leadership the superiors come up with rules, which are to be adopted by the employees. The implication of this is that sometimes, the employees fail to understand the rules hence implementation hitches.

Majority of the administrators were of the opinion that performance requirement is designed according to organization needs but majority of the Middle level and Operational Employees disagreed. The implication of the results is that administrators and Heads of department believe they meet the needs of the county. This could be attributed to the fact that they are the authors of the rules and performance requirements as compared to their counter parts who are simply employees.

These findings are in agreement with Gaver, (2011), who explained that transformational leadership happens once leader become wider and uphold the interests of the staff, once they generate awareness and acceptance for the aim and assignment of the cluster, thus once they combine staff to appear on the so much facet their own self-interest for the good of the cluster. Perfect influence encompasses behaviours’ that instil pride in followers for being related to the leader typically connoted or synonymous to attractiveness. It indicates that leaders can transcend their individual self-interest for the bigger smart of the cluster and build personal sacrifices for others’ profit.
4.4.2 Evaluation of Inspirational Motivation on performance

The study sought to assess the evaluation of inspirational motivation on employee performance in Nandi County. The results are as presented in tables below.

Table 4.4: Middle level and Operational Employees

<table>
<thead>
<tr>
<th>Statement</th>
<th>S</th>
<th>D</th>
<th>D</th>
<th>U</th>
<th>D</th>
<th>A</th>
<th>S</th>
<th>A</th>
<th>Total</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors are able to inspire confidence to the employees</td>
<td>F</td>
<td>1</td>
<td>9</td>
<td>0</td>
<td>9</td>
<td>6</td>
<td>5</td>
<td>37.14</td>
<td>130</td>
<td>3.96</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>16.08</td>
<td>8.04</td>
<td>50.00</td>
<td>32.14</td>
<td>100</td>
<td>79.29</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspirational motivation articulates a clear vision for the future</td>
<td>F</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>3</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>130</td>
<td>3.86</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>7.14</td>
<td>8.04</td>
<td>0.00</td>
<td>32.14</td>
<td>50.00</td>
<td>100</td>
<td>77.14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to ensure continued optimism and enthusiasm</td>
<td>F</td>
<td>1</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>7</td>
<td>4</td>
<td>6</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>16.08</td>
<td>8.04</td>
<td>8.04</td>
<td>32.14</td>
<td>35.71</td>
<td>100</td>
<td>74.14</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The findings on evaluation of inspirational motivation on performance on employee performance indicate that 79.29 (mean=3.96) of the middle level & operational employees were of the opinion that Supervisors are able to inspire confidence to the employees, 77.14% (mean=3.86) of the middle level & operational employees were of the opinion that Inspirational motivation articulates a clear vision for the future and 74.14% (mean=3.61) of the middle level & operational employees were of the opinion that inspiration had Ability to ensure continued optimism and enthusiasm.

Table 4.5: Administrators and Heads of department

<table>
<thead>
<tr>
<th>Statement</th>
<th>S</th>
<th>D</th>
<th>D</th>
<th>U</th>
<th>D</th>
<th>A</th>
<th>S</th>
<th>A</th>
<th>Total</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors are able to inspire confidence to the employees</td>
<td>F</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>9</td>
<td>4.04</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>35.71</td>
<td>50.00</td>
<td>14.28</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>80.71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspirational motivation articulates a clear vision for the future</td>
<td>F</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>5</td>
<td>9</td>
<td>3.93</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>42.86</td>
<td>30.5</td>
<td>14.28</td>
<td>14.28</td>
<td>100</td>
<td>78.57</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to ensure continued optimism</td>
<td>%</td>
<td>35.71</td>
<td>28.57</td>
<td>21.43</td>
<td>7.14</td>
<td>7.14</td>
<td>100</td>
<td>75.71</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


The findings on evaluation of inspirational motivation on performance on employee performance indicate that 80.71 (mean=4.04) of the Administrators and Heads of department were of the opinion that Supervisors are able to inspire confidence to the employees, 78.57% (mean=3.93) of the Administrators and Heads of department were of the opinion that Inspirational motivation articulates a clear vision for the future and 75.71% (mean=3.79) of the Administrators and Heads of department were of the opinion that inspiration had Ability to ensure continued optimism and enthusiasm

The result of the study reveals that majority of the respondents (79.29%) of Middle level and Operational Employees and (80.71%) of the Administrators and Heads of department were in agreement that Supervisors are able to inspire confidence to the employees. This implies that the leaders in the study believe that they inspire their subjects and also employees have confident in their leaders to lead despite the fact that sometimes leaders are not fully trusted. This scenario can be attributed to the fact that the employees in the most cases form negative attitudes towards their leaders which may bar them from being inspired or sometimes the leaders do not exude attributes that are worth inspiring their employees.

The inspirational motivation is accepted as a tool to articulate a clear vision for the future. The Middle level and Operational Employees and administrators have an understanding of the power of inspiration. This can be attributed to the fact that inspiration and motivation in most cases underscores the power of challenges hence instils confidence in the employees. It mostly helps in motivating the employees.

These findings are in agreement with Bass & Avolio (2015) who denotes that sacred motivation refers to transformational leaders sharing a compelling vision or goal with their followers and perpetually motivating them to achieve for the goal whereas boosting their confidence and consoling them that barriers faced is overcome. Higher levels of motivation are coupled with higher levels of performance. They speak positively and passionately about the future and express confidence that organizational goals will be achieved. Transformational leaders also stimulate team spirit, generating hope and passion among followers. The sacred Motivation dimension is created through
behaviours that facilitate a sense of optimism and a commitment to organization goals and vision (Bass & Avolio, 2004).

4.4.3 Effect of Intellectual stimulation on performance

The study sought to assess the effect of intellectual stimulation on employee performance in Nandi County. The results are as presented in tables below

Table 4.6: Middle level and Operational Employees

<table>
<thead>
<tr>
<th>Statement</th>
<th>F</th>
<th>2</th>
<th>4</th>
<th>0</th>
<th>3</th>
<th>4</th>
<th>1</th>
<th>9</th>
<th>130</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual Stimulation enhances creativity and autonomy among the leaders</td>
<td>28.5%</td>
<td>30.8%</td>
<td>0%</td>
<td>26.2%</td>
<td>14.6%</td>
<td>100%</td>
<td>91.43%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual stimulation ensures involvement of employees' indecision making</td>
<td>16.9%</td>
<td>44.6%</td>
<td>1.5%</td>
<td>31.5%</td>
<td>5.4%</td>
<td>100%</td>
<td>82.86%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual stimulation solicits ideas from employees without criticizing</td>
<td>8.5%</td>
<td>15.4%</td>
<td>0.0%</td>
<td>56.9%</td>
<td>19.2%</td>
<td>100%</td>
<td>85.71%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual Stimulation ensures employees see a bigger picture and their efforts</td>
<td>1%</td>
<td>0</td>
<td>18.5%</td>
<td>7.7%</td>
<td>45.4%</td>
<td>18.5%</td>
<td>100%</td>
<td>80.71%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The findings on effect of intellectual stimulation on performance of employee indicate that 91.43% (mean=4.57) of the middle level & operational employees were of the opinion that Intellectual Stimulation enhances creativity and autonomy among the leaders, 82.86% (mean=4.14) of the middle level & operational employees were of the opinion that Intellectual stimulation ensures involvement of employees’ in decision making, 85.71% (mean=4.29) of the middle level & operational employees were of the opinion that Intellectual stimulation solicits ideas from employees without criticizing and 80.71% (mean=4.04) of the middle level & operational employees were of the opinion that Intellectual Stimulation ensures employees see a bigger picture and their efforts.
Table 4.7: Administrators and Heads of department

<table>
<thead>
<tr>
<th>Statement</th>
<th>F</th>
<th>D</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual Stimulation enhances creativity and autonomy among the leaders</td>
<td>6</td>
<td>1</td>
<td>7</td>
<td>5</td>
<td>2</td>
<td>9</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>% 10.2 28.8 8.5 37.3 15.3 100</td>
<td>4.21</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual stimulation ensures involvement of employees’ indecision making</td>
<td>6</td>
<td>1</td>
<td>9</td>
<td>5</td>
<td>2</td>
<td>0</td>
<td>9</td>
<td>100</td>
</tr>
<tr>
<td>% 10.2 32.2 8.5 33.9 15.3 100</td>
<td>3.97</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual stimulation solicits ideas from employees without criticizing</td>
<td>2</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td>100</td>
</tr>
<tr>
<td>% 3 9 10.2 3.4 35.6 11.9 100</td>
<td>4.11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual Stimulation ensures employees see a bigger picture and their efforts</td>
<td>3</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>% 5 13.6 3.4 3 9 3 9 100</td>
<td>4.01</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The findings on effect of intellectual stimulation on performance of employee indicate that 89.91 (mean=4.21) of the Administrators and Heads of department were of the opinion that Intellectual Stimulation enhances creativity and autonomy among the leaders, 80.61 (mean=3.97) of the Administrators and Heads of department were of the opinion that Intellectual stimulation ensures involvement of employees’ in decision making, 84.00 (mean=4.11) of the Administrators and Heads of department were of the opinion that Intellectual stimulation solicits ideas from employees without criticizing and 80.65 (mean=4.01) of the Administrators and Heads of department were of the opinion that Intellectual Stimulation ensures employees see a bigger picture and their efforts.

The study findings indicate that majority of the respondents 91.43% of the Middle level and Operational Employees and 89.91% of Administrators and Heads of department were of the view that Intellectual Stimulation enhances creativity and autonomy among the leaders. This finding implies that, most of the respondents who were in leadership appreciate the power of intellectual stimulation as opposed to their subjects. This can be attributed to the fact that most administrators are inducted to new ideas through comprehensive programmes while most employees are casually inducted hence get
difficulties in appreciating the new ways of doing things. Most leaders believe that by engaging employees in intellectual stimulation ensures involvement of employees in decision-making; the employees think contrary. The reason could be that the employee involvement level is still low in the county governments.

The results indicate that most Middle level and Operational Employees believe that ideas are solicited from them without criticism while among the administrators those who feel otherwise are more. Leaders who adopt intellectual stimulation mostly scan for new ideas and this will way for some ideas that might be unsound. Criticism will often follow under some circumstance. Nevertheless, in the case of Nandi County, criticisms are minimal. This could be attributed to the fact that the conception of devolution is still at its first implementation. This implies that both the leaders and employees ‘are still in exploration and the much difference is in the level of experience ones has. The results indicate convergence of opinions from both the Middle level and Operational Employees and administrators. This means that intellectual stimulation has a capacity to increase the scope of the employees as regards their efforts. It encourages them to persist in their service offering with hope of better future.

These findings are in agreement with Avolio (2004) who narrated that the role of intellectual stimulation in effective management has conjointly been studied in alternative areas like education, leadership, temperament development and business besides health. Intellectual stimulation conjointly effects leadership vogue. Leaders alone cannot solve all issues. In today’s advanced world issues require experience of multiple resource help. In today’s dynamic international world of competition, organizations should vie successfully. In any huge organization various factors influence the generation of creative thinking at the individual and organization level. At the individual level, intensive body of analysis suggests that individual creative thinking needs experience, power skills and intrinsic task motivation. Experience refers to information, proficiencies and skills of workers to form a contribution to their fields.
4.4.4 Evaluation of Individualized Consideration on employee performance

The study sought to assess the evaluation of individualized consideration on employee performance in Nandi County. The results are as presented in tables below.

Table 4.8: Middle level and Operational Employees

<table>
<thead>
<tr>
<th>Statement</th>
<th>F</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>Total</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are motivated by money and excitement</td>
<td></td>
<td>8.5</td>
<td>20.8</td>
<td>3.1</td>
<td>29.2</td>
<td>38.5</td>
<td>100</td>
<td>88.12</td>
<td></td>
</tr>
<tr>
<td>Individualized Consideration involves training and mentoring of employees</td>
<td></td>
<td>10.2</td>
<td>32.2</td>
<td>8.5</td>
<td>23.1</td>
<td>7.7</td>
<td>100</td>
<td>79.23</td>
<td></td>
</tr>
<tr>
<td>Dialogue is highly used in the organization among employees</td>
<td></td>
<td>16.2</td>
<td>49.2</td>
<td>3.8</td>
<td>23.1</td>
<td>7.7</td>
<td>100</td>
<td>82.55</td>
<td></td>
</tr>
<tr>
<td>Leaders determine and recognize the activities of their employees</td>
<td></td>
<td>3.1</td>
<td>5.4</td>
<td>0</td>
<td>61.5</td>
<td>3.0</td>
<td>100</td>
<td>81.71</td>
<td></td>
</tr>
</tbody>
</table>

The findings on effect of intellectual stimulation on performance of employee indicate that 88.12 (mean=3.98) of the middle level & operational employees were of the opinion that Employees are motivated by money and excitement, 79.23% (mean=3.49) of the middle level & operational employees were of the opinion that Individualized Consideration involves training and mentoring of employees, 82.55% (mean=3.69) of the middle level & operational employees were of the opinion that Dialogue is highly used in the organization among employees and 81.71 (mean=4.04) of the middle level & operational employees were of the opinion that Leaders determine and recognize the activities of their employees.
Table 4.9: Administrators and Heads of department

<table>
<thead>
<tr>
<th>Statement</th>
<th>S</th>
<th>T</th>
<th>E</th>
<th>M</th>
<th>N</th>
<th>T</th>
<th>S</th>
<th>D</th>
<th>D</th>
<th>U</th>
<th>D</th>
<th>A</th>
<th>S</th>
<th>A</th>
<th>Total</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are motivated by money and excitements</td>
<td>F</td>
<td>6</td>
<td>9</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>8</td>
<td>5</td>
<td>9</td>
<td>4.12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>10.2</td>
<td>15.3</td>
<td>1.7</td>
<td>53.3</td>
<td>13.6</td>
<td>100</td>
<td>91.3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individualized Consideration involves training and mentoring of employees</td>
<td>F</td>
<td>5</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>5</td>
<td>9</td>
<td>4.21</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>8.5</td>
<td>23.7</td>
<td>3.4</td>
<td>54.2</td>
<td>10.2</td>
<td>100</td>
<td>81.9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dialogue is highly used in the organization among employees</td>
<td>F</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>2</td>
<td>7</td>
<td>1</td>
<td>6</td>
<td>5</td>
<td>9</td>
<td>4.19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>8.5</td>
<td>10.2</td>
<td>8.5</td>
<td>45.8</td>
<td>27.1</td>
<td>100</td>
<td>84.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders determine and recognize the activities of their employees</td>
<td>F</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>9</td>
<td>4.14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>8.5</td>
<td>25.4</td>
<td>8.5</td>
<td>40.7</td>
<td>16.9</td>
<td>100</td>
<td>80.99</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The findings on effect of intellectual stimulation on performance of employee indicate that 91.3 (mean=4.12) of the Administrators and Heads of department were of the opinion that Employees are motivated by money and excitements, 81.9% (mean=4.21) of the Administrators and Heads of department were of the opinion that Individualized Consideration involves training and mentoring of employees, 84.41% (mean=4.19) of the Administrators and Heads of department were of the opinion that Dialogue is highly used in the organization among employees and 80.99 (mean=4.14) of the Administrators and Heads of department were of the opinion that Leaders determine and recognize the activities of their employees.

The study findings showed that majority of the respondents 88.12% of middle level & operational employees and 91.3% of Administrators and Heads of department were in agreement that Employees are motivated by money and excitements. The results imply that individualized consideration of employees through awarding in monetary terms seems to work best in motivation of employees. This kind of leadership was strongly supported by the Middle level and Operational Employees and administrators/ Heads of Departments. Such support can be attributed to the fact that it takes care of the welfare of all parties.
From the results, it is clear that leaders must be able to determine and recognize the activities of their employees. This agreed between both groups. This implies that both the leaders and employees appreciate the importance of employee recognition. The idea of recognition will boost the performance of employees at work place due to appreciation of individuals’ talent and achievement.

These findings are in agreement with Purvanova and Bono (2009) who examined worker outcomes in terms of performance and satisfaction in virtual organizations compared to face-to-face organizations with leaders thought of to show transformational behaviours of perfect influence, sacred motivation, intellectual stimulation and individualized thought that brings great achievement on integration. Sacred motivation allows leaders to stay targeted on the vision of the cluster despite any obstacles which will arise. Appreciation of individuals’ performance in an organization makes worker feel motivated to achieve set targets of the institution.

4.4.5 Employee Performance in Nandi County

The study sought to assess employee performance in Nandi County. The results are as presented in tables below

**Table 4.10: Middle level and Operational Employees**

<table>
<thead>
<tr>
<th>Statement</th>
<th>S</th>
<th>T</th>
<th>A</th>
<th>Total</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees encourage each other to perform their duties</td>
<td>8</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>% 6.2</td>
<td>18.5</td>
<td>4.6</td>
<td>31.5</td>
<td>39.2</td>
</tr>
<tr>
<td>Employees give each other the maximum support needed to do their duties</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>% 2</td>
<td>20.8</td>
<td>0</td>
<td>38.5</td>
<td>20.8</td>
</tr>
<tr>
<td>Employees in the organization embrace team work in their duties</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>% 23.8</td>
<td>32.3</td>
<td>3.1</td>
<td>33.1</td>
<td>7</td>
</tr>
<tr>
<td>Supervisors of the employees have a good cordial relationship with their juniors</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>% 0.8</td>
<td>1</td>
<td>0.8</td>
<td>54.6</td>
<td>33.8</td>
</tr>
</tbody>
</table>
The findings on effect of intellectual stimulation on performance of employee indicate that 75.8 (mean=3.79) of the middle level & operational employees were of the opinion that Employees encourage each other to perform their duties, 72.22% (mean=3.61) of the middle level & operational employees were of the opinion that Employees give each other the maximum support needed to do their duties, 68.2% (mean=3.41) of the middle level & operational employees were of the opinion that Employees in the organization embrace team work in their duties and 68.0% (mean=3.40) of the middle level & operational employees were of the opinion that Supervisors of the employees have a good cordial relationship with their juniors.

**Table 4.11: Administrators and Heads of department**

<table>
<thead>
<tr>
<th>Statement</th>
<th>S</th>
<th>T</th>
<th>A</th>
<th>D</th>
<th>Total</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees encourage each other to perform their duties</td>
<td>F</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td></td>
<td>3.71</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>35.6</td>
<td>11.9</td>
<td>0</td>
<td></td>
<td>74.2</td>
</tr>
<tr>
<td>Employees give each other the maximum support needed to do their duties</td>
<td>F</td>
<td>9</td>
<td>1</td>
<td>3</td>
<td></td>
<td>3.60</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>15.3</td>
<td>2</td>
<td>2</td>
<td></td>
<td>7.2</td>
</tr>
<tr>
<td>Employees in the organization embrace team work in their duties</td>
<td>F</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>3.51</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>23.7</td>
<td>2</td>
<td>2</td>
<td>0.0</td>
<td>70.2</td>
</tr>
<tr>
<td>Supervisors of the employees have a good cordial relationship with their juniors</td>
<td>F</td>
<td>3</td>
<td>1</td>
<td>9</td>
<td>0</td>
<td>3.58</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>5.1</td>
<td>32.2</td>
<td>0</td>
<td>62.7</td>
<td>71.6</td>
</tr>
</tbody>
</table>

The findings on effect of intellectual stimulation on performance of employee indicate that 74.2(mean=3.71) of the Administrators and Heads of department were of the opinion that Employees encourage each other to perform their duties, 72.0% (mean=3.60) of the middle level & operational employees were of the opinion that Employees give each other the maximum support needed to do their duties, 70.2% (mean=3.51) of the middle level & operational employees were of the opinion that Employees in the organization embrace team work in their duties and 71.6% (mean=3.58) of the middle level & operational employees were of the opinion that Supervisors of the employees have a good cordial relationship with their juniors.
The study findings showed that majority of the employees (75.8%) of the Middle level and Operational Employees and (74.2%) of Administrators and Heads of department were in agreement that Employees encourage each other to perform their duties. This implies that employees give each other the maximum support needed to do their duties. This positive trend will always lead to great service delivery. The working moral is boosted and the achievement on duty performance is generally improved. Therefore attaining the goals of each worker comes out successful.

From the above table 4.10 it is clear that 55% of the Middle level and Operational Employees do not think that employees in the organization embrace team work in their duties while 40% agreed with the felt they do embrace teamwork. A contrary trend is seen among the administrators’ where those who do not believe that employees embrace teamwork was 45% while 53% supported the assertion.

This shows that Middle level and Operational Employees and administrators had divergent opinion where majority of the administrators agreed and majority of the Middle level and Operational Employees disagreed. This tells us that employees in the organization do not embrace teamwork on their duties despite their seniors professing that teamwork is there within the employees.

From the table 4.10 above its clear that that 87% of Middle level and Operational Employees believe that supervisors of the employees have a good cordial relationship with their juniors while 9% were of contrary opinion. The same trend was realized on the administrators’ opinions where 62% supported the assertion while 37% disapproved. This implies that supervisors of the employees have a good cordial relationship with their juniors.

4.5 Correlations statistics
The study used Karl Pearson’s coefficient of correlation to check whether there was linear relationship between the variables. The Study computed averages of the multiple items on every single objective in the questionnaire. The averages were used in correlation analysis. The correlation was meant to answer the research questions. When correlation coefficient values (r) ranges from 0.10-0.29, it is considered to be weak
correlation, 0.30-0.49, medium, 0.5-1.0 is considered strong, Wong & Hiew (2012). According to Field (2012), correlation coefficient should not go beyond 0.9 to avoid Multi-co linearity. In this research, the highest correlation coefficient is 0.896, thereby implying that there was no multi-co linearity problem in this research, since the value is less than 0.8.

4.5.1 Idealized Influence and Employee performance

This correlation sought to establish the relationship between idealized influence and employee performance. Pearson product correlation was computed at 0.01 significance level.

### Table 4.12 Correlations on idealized Influence and employee Performance among Middle level and Operational Employees

<table>
<thead>
<tr>
<th>Idealized Influence</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>4 5 5</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).  
N=130

<table>
<thead>
<tr>
<th>Idealized Influence</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>0</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).  
N=130

### Table 4.13 Correlations on idealized Influence and employee Performance among the Administrators and Heads of department

<table>
<thead>
<tr>
<th>Idealized Influence</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>6 7 1</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).  
N=59

<table>
<thead>
<tr>
<th>Idealized Influence</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>0</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).  
N=59

From table 4.21, it was evident that when idealized influence was correlated with employee performance; it was positively and statistically significant (r=0.455, p<0.000). This was among the Middle level and Operational Employees. In table 4.22, the same
trend is witnessed when the same correlation is computed for the Administrators/Heads of department. Idealized influence was positively and statistically significant (r=0.671, p<0.000). This implies that idealized influence correlated to performance is positively and statistically significant. At 99% level of confidence (significant at the 0.01 level (2-tailed), a unit change in idealized Influence leads to 45.5% and 67.1% change in employee performance for Middle level and Operational Employees and administrators/Heads of department respectively.

4.5.2 Inspirational Motivation and Employee performance

This correlation sought to establish the relationship between inspirational motivation and employee performance. Pearson product correlation was computed at 0.01 significance level.

Table 4.14 Correlations on Inspiration Motivation and employee Performance among the Middle level and Operational Employees

<table>
<thead>
<tr>
<th>Inspirational Motivation</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspirational Motivation</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed). N=130

Table 4.15 Correlations on Inspirational Motivation and employee Performance among the Administrators and Heads of department

<table>
<thead>
<tr>
<th>Inspirational Motivation</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspirational Motivation</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed). N=59
From table 4.23, it was evident that when inspirational motivation was correlated with employee performance; it was positively and statistically significant ($r=0.579$, $p<0.000$). This was among the Middle level and Operational Employees. In table 4.24, the same trend is witnessed when the same correlation is computed for the Administrators/Heads of department. Inspirational motivation was positively and statistically significant ($r=0.333$, $p<0.010$). This implies that idealized influence correlated to performance is positively and statistically significant. At 99% level of confidence (significant at the 0.01 level (2-tailed), a unit change in inspirational motivation leads to $57.9\%$ and $33.3\%$ change in employee performance for Middle level and Operational Employees and administrators/Heads of department respectively.

### 4.5.3 Intellectual Stimulation and Employee performance

This correlation sought to establish the relationship between Intellectual Stimulation and employee performance. Pearson product correlation was computed at 0.01 significance level.

**Table 4.16 Correlations on Intellectual Stimulation and employee Performance among the Middle level and Operational Employees**

<table>
<thead>
<tr>
<th></th>
<th>Intellectual Stimulation</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual Stimulation</td>
<td>Pearson Correlation 1.380</td>
<td>0.380 ** * *</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>Pearson Correlation 0.380</td>
<td>1.000 ** *</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed). N=130**
Table 4.17 Correlations on Intellectual Stimulation and employee Performance among the Administrators and Heads of department

<table>
<thead>
<tr>
<th></th>
<th>Intellectual Stimulation</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intellectual Stimulation</strong></td>
<td>Pearson Correlation 1</td>
<td>5 5 4 * *</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed) 0</td>
<td></td>
</tr>
<tr>
<td><strong>Employee Performance</strong></td>
<td>Pearson Correlation 5 5 4 * *</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed) 0</td>
<td></td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed). N=59**

From table 4.25, it was evident that when intellectual stimulation was correlated with employee performance; it was positively and statistically significant (r=0.380, p<0.000). This was among the Middle level and Operational Employees. In table 4.26, the same trend is witnessed when the same correlation is computed for the Administrators/ Heads of department. Intellectual stimulation was positively and statistically significant (r=0.554, p<0.000). This implies that idealized influence correlated to performance is positively and statistically significant. At 99% level of confidence (significant at the 0.01 level (2-tailed), a unit change in intellectual stimulation leads to 38% and 55.4% change in employee performance for Middle level and Operational Employees and administrators/ Heads of department respectively.

4.5.5 Individualized Consideration and Employee performance

This correlation sought to establish the relationship between individualized consideration and employee performance. Pearson product correlation was computed at 0.01 significance level.
Table 4.18 Correlations on individualized consideration and employee Performance among the Middle level and Operational Employees

<table>
<thead>
<tr>
<th></th>
<th>Individualized Consideration</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individualized Consideration</strong></td>
<td>Pearson Correlation 1.474*</td>
<td>4 7 4 *</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Employee Performance</strong></td>
<td>Pearson Correlation .4 7 4 *</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).  
N=130

Table 4.19 Correlations on individualized consideration and employee Performance among the Administrators/ Heads of department

<table>
<thead>
<tr>
<th></th>
<th>Individualized Consideration</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individualized Consideration</strong></td>
<td>Pearson Correlation 1.672*</td>
<td>6 7 2 *</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Employee Performance</strong></td>
<td>Pearson Correlation .6 7 2 *</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).  
N=59

From table 4.27, it was evident that when individualized consideration was correlated with employee performance; it was positively and statistically significant (r=0.474, p<0.000). This was among the Middle level and Operational Employees. In table 4.28, the same trend is witnessed when the same correlation is computed for the Administrators/ Heads of Departments. Individualized consideration was positively and statistically significant (r=0.672, p<0.000). This implies that idealized influence correlated to performance is positively and statistically significant. At 99% level of confidence (significant at the 0.01 level (2-tailed), a unit change in intellectual stimulation leads to 47.4% and 67.2% change in employee performance for Middle level and Operational Employees and administrators/ Heads of department respectively.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The first objective of the study sought to examine the effects of idealized influence on employee performance. The study findings indicated that there is a significant effect of idealized influence on employee performance. Majority of the respondents believe that leadership rules are designed by superiors. Most of the respondents held the perception that performance was assessed by supervisors alone. It was also clear that majority of the Middle level and Operational Employees disputed the assertion that performance requirements are designed according to organizational needs but the trend was not similar in administrators’ responses majority agreed that performance requirements are designed according to organizational needs. This indicates that majority of the administrators were of the opinion that performance requirement is designed according to organization needs but majority of Middle level and Operational Employees disagreed. The implication of the results is that administrators and Heads of department believe they meet the needs of the county are met. This could be attributed to the fact that they are the authors of the rules and performance requirements as compared to their counter parts who are simply employees.

The second objective of the study sought to examine the effects of inspirational motivation on employee performance. The study findings indicated that there is a significant effect of inspirational motivation on employee performance. Middle level and Operational Employees seemed not believe that supervisors are able to inspire confidence to employees but most of the administrators think supervisors are able to inspire confidence to employees. Majority of the respondents agree that inspirational motivation ensure clear conveyance of messages. Majority of the respondents agreed that inspirational motivation ensure clear conveyance of messages.

The third objective of the study sought to examine the effects of intellectual stimulation on employee performance. The study findings indicated that there is a significant effect of intellectual stimulation on employee performance. The study established that majority
of the Middle level and Operational Employees disagree that intellectual stimulation enhances creativity and autonomy among the leaders while majority of administrators that intellectual stimulation enhances creativity and autonomy among the leaders. It was further found that majority of Middle level and Operational Employees do not believe that intellectual stimulation ensures involvement of employees in decision making while most administrators and Heads of department agree that intellectual stimulation ensures involvement of employees in decision making. It was further found that majority of the respondents agree that intellectual stimulation ensures employees see a bigger picture of their efforts. The results indicate convergence of opinions from both the Middle level and Operational Employees and administrators. This means that intellectual stimulation has a capacity to increase the scope of the employees as regards their efforts. It encourages them to persist in their service offering with hope of better future.

The fourth objective of the study sought to examine the effects of on employee performance. The study findings indicated that there is a significant effect of individualized consideration on employee performance. Most of the respondents agree that they are motivated by money and excitements. The results imply that individualized consideration of employees through awarding in monetary terms seems to work best in motivation of employees. It was evident also that the respondents believe that individualized consideration involves training and mentoring of employees. Most of the administrators and the Middle level and Operational Employees had the same opinion that individualized consideration involves training and mentoring of employees. This implies that the county has ensured trainings and mentoring to ensure service delivery. Majority of the Middle level and Operational Employees do not believe that dialogues are adopted within the county employees while majority of the administrators and Heads of department believe that dialogues are adopted by employees in the county. About 18% were of a contrary opinion. These results imply that the employees themselves admit that dialogues are not common amongst themselves but their leaders assert that dialogues are very common. This means there is an information asymmetry as far as this the issue is concern and hence the leaders need to engineer better conflict resolution strategy.
The dependent variable in the study was employee performance. It was found that employees encourage each other to perform their duties. This is a positive gesture when it comes to the quality service delivery. Another finding was that employees give each other the maximum support needed to do their duties. Most of the Middle level and Operational Employees do not think that employees in the organization embrace teamwork in their duties while among the administrators’ majority supported the assertion. This shows that Middle level and Operational Employees and administrators had divergent opinion where majority of the administrators agreed and majority of the Middle level and Operational Employees disagreed. It was also found that most of the respondents believe that supervisors of the employees have a good cordial relationship with their juniors.

5.2 Conclusions
The study concluded that in order to achieve employee performance idealized influence should be adopted. There was a positive relationship between idealized influence and employee performance implying that enhancement of idealized influence leads to better performance. Superiors design the performance rules. The heads of department assess the employees.

Inspirational motivation has a positive impact on employee performance. Employees seemed not believe that supervisors are able to inspire confidence to employees but most of the administrators think supervisors are able to inspire confidence to employees.

The study findings indicated that there is a significant effect of intellectual stimulation on employee performance. Employees disagree that intellectual stimulation enhances creativity and autonomy among the leaders while administrators argue that intellectual stimulation enhances creativity and autonomy among the leaders.

The study findings indicated that there is a significant effect of individualized consideration on employee performance. Individualized consideration of employees through awarding in monetary terms seems to work best in motivation of employees. Individualized consideration involves training and mentoring of employees.
Employees encourage each other to perform their duties. This is a positive gesture when it comes to the quality service delivery. Another finding was that employees give each other the maximum support needed to do their duties. Most of the Middle level and Operational Employees do not think that employees in the organization embrace teamwork.

Contingency Leadership theory concludes that there is no single method of leading which each leadership vogue ought to be supported bound things, this signifies that there are unit bound that perform at the most level in bound places; however at bottom performance once taken out of their component. Additional probably too precise their leadership once they feel that their followers are responsive. Fiedler's contingency theory stressed the leader's temperament, or psychological disposition, could be a main variable in her/his ability to guide and aforesaid that however the cluster receives the leader, the task concerned and whether or not the leader will really exert management over the cluster are the three principle factors that confirm however productive the leader-led arrangement are (Kerr, 2008).

5.3 Recommendation of the Study
Based on the findings of the study the following recommendations were made on policy and practice. The study also made suggestions for further studies.

5.3.1 Recommendation on Policy and Practice
The study recommends that organizations should adopt a continuous employee performance assessment. This should be done by designing performance requirements according to organization needs.

It is also recommended that counties should adopt inspirational motivation in order to ensure continued optimism and enthusiasms within their employees.

Organizations should also build teamwork, providing employees with proper training, involving them in decision-making and rewarding them for excellent performance.
The counties should design comprehensive communication channels so as to improve on employee and leaders communication. This will also ensure clear conveyance of messages within the County.

Lastly it is recommended that county managers initiate mentorship programmes that will ensure the much experienced transfer skills to the less experienced to ensure performance continuity.

5.3.2 Recommendation for Further Research
The current study was out to determine the effects of transformational leadership on employee performance in Nandi County Government; the study recommends that a similar study should be done in other Counties to allow for generalization of finding on the effect of transformational leadership on employee performance.
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APPENDICES
APPENDIX I: INTRODUCTORY LETTER

Dear Sir/ Madam/Respondent

**RE: RESEARCH QUESTIONNAIRE**

I am a student at Kisii University undertaking a Master’s degree in business administration. I am conducting a study on **EVALUATION OF EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE**. The study is conducted purely for academic purposes. It is not meant to evaluate your opinion or demean your institution in any way whatsoever. Your response will be strictly confidential to provide insight into the issues under study and thereby suggest possible solution to them. Your responses will be treated with uttermost confidentiality.

In view of this therefore, I wish to kindly request you to fill the questionnaire attached. Please respond to the items in the questionnaire completely and as truthful as possible.

Thank you.

Yours faithfully

........................................

**Tecla Jerobon**
APPENDIX II: QUESTIONNAIRE FOR MIDDLE LEVEL AND OPERATIONAL EMPLOYEES

SECTION A: BACKGROUND INFORMATION

Gender; Male { }   Female { } 

Age bracket; 18-29 years { } 30-39 years { } 40-49 years { } Over 51 years { } 

For how long have you been employed in the County? 

Below 5 years { } between 5 – 10 Years { } 10 years and above { } 

Education level; Certificate { } Diploma { } Undergraduate { } Masters { } 

Other specify………………………………………………………………………………………………………………

SECTION B: SPECIFIC INFORMATION

Q1. Effects of idealized influence on employee performance 

In your own opinion do you agree to the following statements on the effect of idealized influence on employee performance in Nandi county government? 

(SD: Strongly Disagree =1; D: Disagree=2; UD: Undecided=3; A: Agree=4and SA: Strongly Agree=5)

<table>
<thead>
<tr>
<th>Statements</th>
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<tbody>
<tr>
<td>Employees emulate their leaders as their role model thus good role model leads to high productivity</td>
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<tr>
<td>Employees involvement on decision making leads to high productivity</td>
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<tr>
<td>Willingness of employees to work leads to high quality of service</td>
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</table>
Q2. Effects of Inspirational motivation on employee performance

In your own opinion do you agree to the following statements on the effect of inspirational motivation on employee performance in Nandi county government?

(SD: Strongly Disagree =1; D: Disagree =2; UD: Undecided=3; A: Agree=4 and SA: Strongly Agree=5)

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<tbody>
<tr>
<td>Leaders are able to inspire confidence to the employees</td>
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<tr>
<td>Motivation of employees articulates a clear vision for the future</td>
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<tr>
<td>Good leadership ensures clear conveyance of messages</td>
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<tr>
<td>Ability to lead ensures continued optimism and enthusiasm</td>
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</table>

Q3. Effects of Intellectual stimulation on employee performance

To what extent do you agree to the following statements on the effect of intellectual stimulation on employee performance in Nandi county government?

(SD: Strongly Disagree =1; D: Disagree =2; UD: Undecided=3; A: Agree=4 and SA: Strongly Agree=5)

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<tr>
<td>Creativity and autonomy leads to good quality of service among the leaders</td>
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<td>Management ensures involvement of employees in decision making</td>
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<tr>
<td>Good leadership solicits ideas from employees without criticising</td>
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<tr>
<td>Good managers ensure employees see a bigger picture and their efforts</td>
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Q4. Effects of individualized consideration on employee performance
To what extent do you agree to the following statements on the effect of individualized consideration on employee performance in Nandi county government?

(SD: Strongly Disagree =1; D: Disagree =2; UD: Undecided=3; A: Agree=4 and SA: Strongly Agree=5)

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<tbody>
<tr>
<td>Employees are motivated by money and excitements to perform well</td>
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<tr>
<td>Involves training and mentoring of employees leads to quality of service</td>
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<tr>
<td>Dialogue in the organization among employees enhances high productivity</td>
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<tr>
<td>Leaders must be able to determine and recognize employees willingness to perform</td>
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</tbody>
</table>
Q5. Employee Performance

In your own opinion do you agree to the following statements on the Employee performance?

(SD: Strongly Disagree =1; D: Disagree =2; UD: Undecided=3; A: Agree=4 and SA: Strongly Agree=5)

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<th>D</th>
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<tbody>
<tr>
<td>Employees encourage each other to perform their duties well</td>
<td></td>
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<tr>
<td>Employees give each other the maximum support needed to do their duties</td>
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<tr>
<td>Employees in the organization embrace team work in their duties.</td>
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<tr>
<td>Supervisors of the employees have a good cordial relationship with their juniors</td>
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APPENDIX III:

QUESTIONNAIRE FOR ADMINISTRATOR AND HEADS OF DEPARTMENTS (SUPERVISORS)

SECTION A: BACKGROUND INFORMATION

1. Gender;  Male { }  Female { } 
2. Age bracket;  18-29 years { }  30-39 years { }  40-49 years { }  Over 51 years { } 
3. For how long have you been employed in the County? 
   Below 5 years { }  between 5 – 10 Years { }  10 years and above { } 
4. Education level; Certificate { }  Diploma { }  Undergraduate { }  Masters { } 

SECTION B: SPECIFIC OBJECTIVES

Q1. Influence of idealized influence on employee performance

In your own opinion do you agree to the following statements on the effect of idealized influence on employee performance in Nandi county government? (SD: Strongly Disagree =1; D: Disagree =2; UD: Undecided=3; A: Agree=4 and SA: Strongly Agree=5)

<table>
<thead>
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<tbody>
<tr>
<td>Good rolemodel influences high quality of service among employees</td>
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<tr>
<td>Involvement of top management leads to high productivity in the County</td>
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<tr>
<td>Performance requirements are designed according to the organization’s needs.</td>
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</tbody>
</table>

Q2. Evaluation of Inspirational motivation and employee performance
In your own opinion do you agree to the following statements on the effect of inspirational motivation on employee performance in Nandi county government?

(SD: Strongly Disagree =1; D: Disagree =2; UD: Undecided=3; A: Agree=4 and SA: Strongly Agree=5)

<table>
<thead>
<tr>
<th>Statements</th>
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<th>D</th>
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<tbody>
<tr>
<td>The top level management is able to inspire confidence to the employees</td>
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<td>Motivation of employees leads to high productivity in the County</td>
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<tr>
<td>Top level personnel ensure clear conveyance of messages to employees.</td>
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<td>Leaders are able to ensure continued optimism and enthusiasm</td>
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Q3. Influence of Intellectual stimulation on employee performance

To what extent do you agree to the following statements on the effect of intellectual stimulation on employee performance in Nandi county government?

(SD: Strongly Disagree =1; D: Disagree =2; UD: Undecided=3; A: Agree=4 and SA: Strongly Agree=5)

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<tbody>
<tr>
<td>Employees creativity leads to high productivity</td>
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<tr>
<td>Heads of department ensures involvement of employees in decision making</td>
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<td>Administrators solicit ideas from employees without criticising other employees.</td>
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<td>Leaders should allow employees to express their views so that they see a bigger picture of their efforts</td>
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Q4. Influence of individualized consideration on employee performance
To what extent do you agree to the following statements on the effect of individualized consideration on employee performance in Nandi county government?

(SD: Strongly Disagree =1; D: Disagree =2; UD: Undecided=3; A: Agree=4 and SA: Strongly Agree=5)

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<tr>
<td>Provision of training to employees lead to better quality of service</td>
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<td>Recognition of employees stimulate better productivity</td>
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<td>Training of administrators and heads of departments ensure high productivity</td>
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<td>Administrators are able to determine and recognize the activities of their employees.</td>
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Q5. Employee Performance

In your own opinion do you agree to the following statements on the Employee performance?

(SD: Strongly Disagree =1; D: Disagree =2; UD: Undecided=3; A: Agree=4 and SA: Strongly Agree=5)

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<tbody>
<tr>
<td>Employees encourage each other to perform their duties</td>
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<td>Employee give each other the maximum support needed to do their duties</td>
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<td>Employees in the organization embrace team work in their duties.</td>
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<td>Supervisors of the employees have a good cordial relationship with their juniors</td>
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Thank you for being part of this academic research.
CORRECTION MATRIX

NAME: TECLA JEROBON

REG. NO. CBM12/10694/14

TOPIC: EVALUATION OF EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE

SUPERVISORS: DR. GEOFFREY KIMUTAI

DR. YUSUF KIBET

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<th>Reference</th>
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<td>Done Page 5</td>
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<tr>
<td>Some of the abbreviations are missing in the list</td>
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<tr>
<td>Objectives should always start with a verb</td>
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<tr>
<td>Theories have not been explained and their shortcomings</td>
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<td>Done Entire document</td>
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<tr>
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<td>Done Page 61 to page 75</td>
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EVALUATION OF THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE: A SURVEY OF NANDI COUNTY GOVERNMENT

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A Thesis Submitted to the School of Postgraduate Studies in Partial Fulfillment of the Requirements of the Master of Business Administration KISII UNIVERSITY NOVEMBER, 2016

DECLARATION AND RECOMMENDATIONS

I declare that this is my original work and it has not been presented for examination for any degree in any institution or University. Tecla Jerobon CBM12/10694/14

Signature Date Recommendations This thesis has been submitted for examination with our approval as University supervisors.

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