



INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE. A CASE STUDY OF SAFARICOM LIMITED

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Abstract

Safaricom Limited has enjoyed phenomenal success in its organizational history starting as a department of the state Telkom Parastatal to the largest company in East and Central Africa. The success of Safaricom has largely been attributed to its innovativeness as a competitive strategy under the leadership of visionary management team. The study examined the three components of transformational leadership that is inspirational motivation, individualized consideration and intellectual stimulation application at Safaricom. The theories that have been used for the study included the transformational leadership theory and the transactional theory. The study utilized a sample size of 109 respondents and proportionate stratified sampling. The structured questionnaire was utilized for data collection. The pilot study was used for checking of the reliability and validity. The SPSS was used for the data analysis. The study found a positive influence between inspirational motivation and employee performance. Respondents on average tended to agree with the presence of motivation to accomplish job goals and objectives, support for team building, leader's expression of what employees should do, and leaders' helping employees find meaning in their work. This implied that the changes in the inspirational motivation had significant changes in employee performance in which an increase in inspirational motivation led to an increase in employee performance. The analysis of the relationship between individualized consideration and employee performance was negatively correlated and statistically significant. The influence of the individualized consideration on the employee performance were measured using five metrics: receipt of support to improve on employee's work; employee's satisfaction with workplace conflicts settlements; employee's receipt of help to find meaning in their work; employee's receipt of support to overcome job challenges; and leadership issuance of job performance feedback. The responses for employee's satisfaction with workplace conflicts settlements indicated lack of consensus due to a high standard deviation of 1.151 therefore the leadership need to put emphasis on conflict management mechanism so as to improve employee performance. Finally, the study found a positive influence between intellectual stimulation and employee performance. The influence of the intellectual stimulation on employee performance was examined using five metrics: Employee's opportunity to work in a way he thinks' best; employee's permission to set own pace for change; employee's allowance to make judgment in solving problem; employee's receipt of help to rethink of ideas that had never been questioned; and employees' challenge to think of old problems in new ways. The study therefore suggests the following aspects of transformational leadership for further studies; a research on effect of transformational leadership on organizational performance of Safaricom Limited and the effect of transformational leadership on financial performance on other communication service providers, government and private sector.

Key Words: Transformational Leadership, Employee Performance, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration

Background of the Study

The comprehension of the concept and even the definition of leadership style vary from one individual to another. For example, persons in various human endeavors such as politics, social works, academics and even business utilize the term to imply different meanings and expectations may differ from one person, or situation, to the other (Yusuf, Mohammed & Kazeem, 2014). The extent to which people portray leadership traits is reliant on not only personal abilities and characteristics, but also aspects of the situation and environment in which they find themselves (Mesick & Kramer, 2004).

It has been determined that the type of leadership style in an organization largely contributes to its success or failure. Yusuf, Mohammed and Kazeem (2014), notes that organizations in the world today are realizing that, adequate achievement of business' short and long-term aims, and objectives, as well as the optimum employee performance and effectiveness, management should give full devotion to leadership style. Numerous substitutive ways to conceptualize and exercise leadership have had a profound influence on how the Managers and CEOs run organizations and the consequence effect on performance. Consequently, leadership has been a critical subject of examination over the years by diverse scholars in an endeavor to find and or develop the most effective type and style for exemplary employee performance, (Den and Paul, 2011). According to Yusuf et., (2014), leadership style in an organization is one of the critical factors that play important role in enhancing or impeding the interest and commitment of the employees in the organization. Therefore, we cannot ignore the value of leadership style in any establishment.

Transformational leadership

It is critical to explore the concept of transformational leadership in order to evaluate

its influence on the performance of enterprises effectively. As intimated by Riggio and Conger (2008), leadership involves a learning process, centered not only in what is supposed to be communicated but also in learning how to communicate it in ways that other people can comprehend and follow. AS a result, there is a leader-follower relation in place to enhance doing of the right things. They further state that this learning is a continuous process in which leaders and followers may change their roles, but followership and leadership function in the same way always.

On another front, Gallos (2008) perceives leadership as multidimensional in orientation in skill. He asserts that successful leaders have an obligation to their staff, their organization, the processes and tasks involved as well as individual and other people capacity evaluation. In addition, they must embrace contemporary realities while envisioning future possibilities. Besides, they need to have confidence and strategies for working competently across a spectrum of diverse issues – from developing the organizational clarity that comes from sound structures and policies to unleashing energy and creativity through bold visions. Moreover, they ought to have capacity to create learning organizations where workers mature and develop as everyday leaders as well managing the conflict inevitable in a world of enduring differences.

Safaricom Limited Company

Safaricom Limited is the leading provider of communications services in Kenya offering cellular network access and business solutions. The firm was formed in 1997 and in May 2000; Vodafone group acquired a stake and management responsibility for the company. In 1999, the communication sector was deregulated and opened up for private sector to put up commercial communication networks in the country and Communications Commission of Kenya (CCK) was

established as the regulator. The Company has since emerged as one of the fastest growing companies in Kenya. The Company is still aggressively expanding the market network throughout the country and developing strategic business relationships with leading global telecommunication players that help in ensuring that Safaricom has access to the world's latest technology to maintain its market leadership. Safaricom has been the market leader in offering innovative products like M-PESA to the Kenyan people to enhance their lifestyle and their way of efficiently doing business. However, due to the growing rivals in and outside the African continent, the telecommunications company finds itself in peril. In 2011, Safaricom Limited moved to shake and there by change its top structure, a move it believed, would act as a competitive advantage in ensuring he firm is efficient in its work. Several departments that were headed by chief officers were consolidated and headed by a Director who reports directly to the CEO. The CEO unveiled an organizational structure, positioning amongst Chief Officers and top Managers as they sought to head the new departments. This move was deemed to make Safaricom Limited more customer-focused, to eliminate unnecessary duplication of roles and decentralized decisions, also to facilitate their values of speed, simplicity and trust (Mativu, 2012).

Transformational Leadership at Safaricom Limited

The function that every manager must execute in his or her work place is leadership. Many leaders often make the mistake of assuming that because they are the managers, they are also the leaders and that their associates will automatically follow. However, position only denotes title and not leadership. In reality, an excellent leadership involves a leader who influences a group of individuals to accomplish a shared vision and goal. In essence, an effective leader influences those he leads positively in an endeavor to attain organization goals. This is what we call a

transformational leadership style. In its simplest description, transformational leadership is a process that changes and transforms individuals. In other words, transformational leadership gets employees to want to change, and to improve. The leadership assesses associates' motives, satisfying their needs, and valuing them (Northouse, 2001). One such example is Sam Walton, founder of Wal-Mart, who often visited Wal-Mart stores across the country to meet with associates and appreciate them for their input towards company success. Appreciating junior leaders or associates is one of the principles Sam Walton gave in his auto biography "rules for success" (Walton, 1996). This too has been true of the leadership Safaricom's Limited Company and this study investigates how transformational leadership at the company has influenced its employees' performance.

Statement of the Problem

Fundamental research on transformational leadership on employee performance has been conducted widely worldwide as well as in leading organizations in Kenya. While these studies provide the influences of transformational leadership on employee performance, a gap exists on how individual component factors of transformational leadership influence employee performance. This research aims to fill this gap.

Safaricom Limited Company is case study of interest as it is one of the leading mobile telecommunications firm in East and Central Africa. Its success story needs to be told. It is, however, important to state that this story is incomplete without knowing the contributions of transformational leadership on the organization's performance.

General Objective

The main objective of this study is to elucidate the effects of transformational leadership on employee performance through a case study of

Safaricom Limited Company.

Specific Objectives

Specific objectives include:

1. To determine the influence of inspirational motivation on employee performance
2. To establish the influence of individualized consideration on employee performance
3. To determine the influence of intellectual stimulation on the employee performance

LITERATURE REVIEW

Introduction

This chapter assimilates and describes the literature regarding transformational leadership and its impact on employee performance. The chapter reviews theoretical framework and covers the conceptual framework.

Theoretical Framework

Transformational Leadership Theory

In discussing transformational leadership theory, Bass (1985) defined transformational leadership in terms of how the leader affects followers, who are intended to trust, admire and respect the transformational leader. He identified three ways in which leaders transform followers: Increasing their awareness of task importance and value; getting them to focus first on team or organizational goals, rather than their own interests; and activating their higher-order needs.

In his proposition, charisma is seen as necessary, but not sufficient, as an attribute of a transformational leader. The deficiency of charismatic leadership could be alluded to charismatic movie stars who may not make good leaders. However, the two key charismatic effects that transformational leaders achieve are to evoke strong emotions and to cause identification of the followers with the leader. This may be through stirring appeals. It may also occur

through quieter methods such as coaching and mentoring (Bass, 1990).

Bass has recently noted that authentic transformational leadership is grounded in moral foundations that are based on four components: Idealized influence; Inspirational motivation; Intellectual stimulation; and Individualized consideration (Bass & Riggio, 2006). The three moral aspects include: the moral character of the leader; the ethical values embedded in the leader's vision, articulation, and program; and the morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue (Bass and Steidlmeier, 1998).

In contrast to Burns (1978) who sees transformational leadership as being inextricably linked with higher order values, Bass (1985) originally saw it as a moral value, and attributed transformational skills to people such as Adolf Hitler and Jim Jones, although later changed his view after discussion with Burns. Bass, however, made assumptions in his approach to the theory. He assumed that awareness of task importance motivates people and that a focus on the team or organization produces better work.

While various scholars argue out on what they perceive as the most critical factors of transformational leadership in as far as influencing performance is considered, it is without doubt that all factors are important. However this study will focus on three elements of transformational leadership: inspirational motivation, individualized consideration and intellectual stimulation. The endeavor is to bring out an understanding of how each individual factor contributes towards influencing the performance of an organization.

Transactional theory

The concept of transactional leadership was first mentioned by Max Weber in his socio-economic considerations of the organization. Twenty-seven

years after his death and publishing a reprint of his book, academic and professional audience accepts his definition of leadership (Weber, 1947). Weber description of transactional leadership style and his basic facts are accepted by Bernard Bass in 1981. In his definition he identified three kinds of leaders, bureaucratic, traditional and charismatic leaders. Transactional leadership is based on classical principles of exchange with followers who are part of interactions and therefore are rewarded for meeting pre-defined standards and performance. This form of leadership is also focused on maintaining the status quo, so transactional leadership present traditional approach of leadership. First Bass's research of transactional and transformational leadership led to his conclusion that transactional leaders can be successful in a short period of time, but the leadership must focus on the changes, if they want to continue to retain a leadership position. According to Bass and Avolio (1993), transactional leadership involves motivating and directing followers, appealing to their own interests. The power of the leader comes from formal authority and responsibility in the organization. The main task of the followers is to respect the instructions of leaders. The leader provides rewards and punishments in the organization of its legitimacy. Transactional leadership is, in essence, oriented on monitoring organization, processes and outcomes in the market.

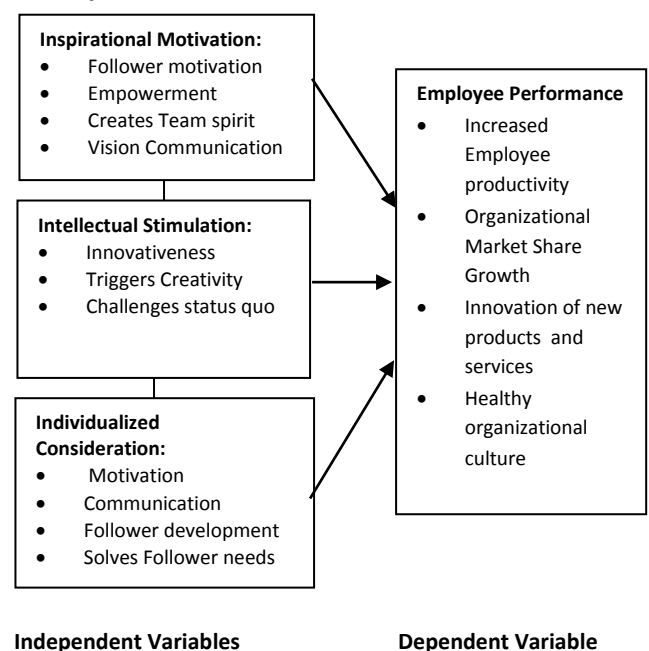
In transactional leadership, the interpersonal relationships between leaders and followers have a four dimensional approach: The possibility of reward, as a result of well-performed tasks and achieved goals that followers are expected to successfully completed the process. Actively engaging leaders in managing, which followed the work of his followers, gives consideration to any deviation from established standards and procedures by taking corrective measures in case of errors. Passive engagement of leaders, where the leaders are involved in the process only when

standards are not met, or performances are not achieved. Laissez-Faire dimension, which is a form of leadership that provides the possibility of freedom in the choice of goals and behavior of organizational participants .There are some assumptions in transactional leadership theory: Employees are motivated leader through rewards and punishments; Followers receive a directive from the leader, which must be respected through production process; there is no self-motivation, but the followers are controlled by leader during the manufacturing process (Bass & Steidlmeier, 1999).

The transactional theory builds on transformational leadership in that through motivation employees are empowered to achieve organizational goals and objectives and ultimately high employee performance.

The essence of this research is to demonstrate the influence of the three elements of transformational leadership, inspirational motivation, individualized consideration and intellectual stimulation, which are intrinsic in nature, on employee performance.

Conceptual framework



The influence of inspirational motivation on employee performance

The Inspirational Motivation dimension is produced through behaviors that facilitate a feeling of optimism and a commitment to organizational goals and vision. Further, inspirational motivation provides meaning to the work of followers. A leader's charisma, a process where leaders arouse followers by being visionary, motivational and powerful, confident and captivating to followers" is the sum of inspirational motivation and idealized influence. Leaders who display charismatic leadership are able to use expressive language that is emotionally appealing and communicate a clear vision that is related to the need and values of the followers.

Bass (1990) described inspirational motivation as providing followers with challenges and meaning for engaging in shared goals. Bass and Steidlmeier (1999) expanded on this description of inspirational motivation as the leader's ability to communicate his or her vision in a way that inspires followers to take action in an effort to fulfill the vision. According to Kent, Crofts, & Azziz (2001), inspirational motivation enables leaders to remain focused on the vision of the group despite any obstacles that may arise. Yukl (2010) described inspirational motivation behaviors as communicating an appealing vision, using symbols to focus subordinate effort, and modeling appropriate behaviors. Banjeri & Krishnan (2000) relate inspirational motivation to concepts of ethics, claiming that when leaders show concern for organizational vision and follower motivation, they are more inclined to make ethical decisions.

In inspiring their workforce, the management of an organization can build goodwill at the group level by creating an organizational culture that's friendly to employees. A worker-friendly organization can inspire both motivation and organizational loyalty. Appropriate leadership has

the responsibility of enhancing inspiring motivation and enhancing job satisfaction. Salanova and Kirmanen (2010) explain that a person can be motivated without leadership but leadership cannot succeed without the motivation of the followers' side." Productivity improvement requires and demands more than just decentralization, customer service, technology or renovation: the success of organizations will depend on inspiring employee motivation. Human resources are the only assets demanding generous nurturing.

The influence of intellectual stimulation on employee performance

Intellectual Stimulation involves followers in developing new and different solutions to common problems and conducting work in new ways. Leaders challenge the process and confront old and outdated assumptions, traditions and processes. Further, they involve others in the discussion and stimulate new ways of thinking. According to Northouse (2001), "This is leadership that stimulates followers to be creative and innovative, and to challenge their own beliefs and values as well as those of the leader and the organization. This type of leadership supports followers as they try new approaches and develop innovative ways of dealing with organizational issues. It promotes followers' thinking things out on their own and engaging in careful problem solving." Avolio et al., (1999) described intellectual stimulation as getting followers to question the tried and true methods of solving problems by encouraging them to improve upon those methods. Intellectual stimulation involves exciting individual's cognitive ability, so that he or she can engage in independent thinking in the course of carrying out job responsibilities (Jung, Chow, and Wu, 2003). According to Bass and Steidlmeier (1999), intellectual stimulation encourages followers to challenge leader decisions and group processes. This encourages innovative thinking. Dansereau et al. (1995) state that by creating

intellectual stimuli, managers can excite employees' ability to experiment with new practices and generate ideas that can greatly impact performance. Intellectual stimulation component of transformational leadership plays a healthy and beneficial role in organizational learning (Brown and Posner, 2001). Intellectual stimulation appeals to follower needs for achievement and growth in ways that the follower finds attractive. According to Hult *et al.*, (2004), leaders, especially transformational leaders, have considerable control of the presence or absence of organizational innovativeness. Because transformational leaders are oriented toward innovation, their propensity to motivate and intellectually stimulate their followers imbues the follower with that same innovative inclination (Keller, 1992; J. Lee, 2007; Mumford, et al., 2002; Vinkenbunrg, 2011). The end result is exemplary performance both for the employee and the organization.

The influence of individualized consideration on employee performance

Transformational leaders provide distinct attention to every single employee's needs for attainment and development by assuming the responsibility of a coach or a mentor. The staffs are made to progressively achieve higher levels of potential. Individualized consideration is implemented after newly discovered opportunities are crafted alongside a supportive climate (Long, Yusof, Wan, Kowang, Tan and Heng, 2014). Bass (1995) discussed individualized attention as occurring when a leader pays attention to the differences among followers and discovers what motivates each individual. He proposed that individualized attention allows leaders to become familiar with followers, enhances communication and improves information exchange. Theorists have begun to shift the focus of individualized attention from a means to promote familiarity with followers to a means to provide support. For example, Avolio

and Bass (1995) stated that a 'leader displays more frequent individualized consideration by showing general support for the efforts of followers'. Karamat (2013) holds similar views as he states that consideration style leaders show a high level of concern for people and are supportive of them. He explains that such leaders seek and accept suggestions from subordinates, consult with employees in advance on important matters, and criticize the work rather than the people.

The actions by the leaders will demonstrate consensus on the virtue of individual differences between various followers in terms of needs and desires taken into account. While some employees will be accorded extra motivation, others will receive extra autonomy while some others will require firmer standards. Some other aspects of individualized communication include an inspired two-way communication and a practice of management by working around workspaces. In most instances, communication alongside followers are personalized, for instance, the leader remembers preceding conversations, is cognizant of employee's personal concerns and sees them as people rather than just workers. The employees are also carefully listened to, by the leadership. It is a practice by the leadership to spend time coaching and teaching the staff.

Attaining employees' job satisfaction is crucial to retain productive and efficient employees. One of the ways that may be effective help managers in increasing the satisfaction among their followers is employing the right leadership style. According to Long *et al.*, (2014), on research to find the impact of transformational leadership on job satisfaction, individualized consideration characteristic of transformational leadership was found to be contributing most in job satisfaction. "A satisfied worker is a productive worker" is a commonly held view. As Pushpakumari, (2008) explains a satisfied work force will create a pleasant atmosphere within the organization to perform well. He further asserts that a satisfied

employee leads to extend more effort to job performance, then works harder and better. The end result is high performance by the organization.

Employee performance

The employee performance is evaluated on the ability of the employee to perform the given function or assigned duties within the required timelines, and the required quality output of the work.

Empirical Review

In a longitudinal study of 48 research and development project groups comprising of 349 professionals, Keller (1992) found that transformational leadership had a significant positive relationship with higher overall quality of the project as well as budget and schedule performance. Similarly, Howell and Avolio (1993) found that leaders who displayed fewer of the transactional leadership characteristics and more of the transformational leadership characteristics had a positive effect on business-unit goals. Sosik, Avolio, and Kahai (1997) conducted a longitudinal study of 36 under graduate student work groups performing a creativity task using a Group Decision Support System. They evaluated the effects of leadership style on group effectiveness and found that transformational leadership had both a direct and indirect relationship with performance of the group. One of the most researched outcomes is financial performance. Parry (2000) stated that decades of research have provided consistent evidence (i.e., correlations of 0.30 or higher) that transformational leadership has a significant positive impact on the financial measures of organizations. It was also shown to affect employee perception of firm's financial standing relative to industry peers.

A pretest-posttest study of the effects of transformational leadership training, on 20 managers who were randomly assigned to either training or a control group found that

transformational leadership had significant effects on two aspects of financial performance. Awamleh and Gardner (1999) reported that employee performance (measured as sales, profit, market share, and other financial information) had a significant, positive relationship with followers' perception of their leaders' charisma and effectiveness. The charismatic aspect of transformational leadership was shown to have substantial effect on climate and financial performance in a sample of 50 supermarket stores of a large retail chain in the Netherlands (Koene, Vogelaar, and Soeters, 2002). A survey of 293 employees from 32 business units within a large financial organization in Greece found an indirect positive relationship between transformational leadership and performance via its impact on achievement orientation (Xenikou and Simosi, 2006). Performance was measured as two separate objective measures of financial performance provided by the organization. In their study of nearly 100 Malaysian chief executive officers, Idris and Ali (2008) found that the relationship between transformational leadership and financial performance was mediated by best practices (i.e., business methods that provide competitive advantage through improved operational performance). Wang, Tsui, and Xin (2011) studied the link between leadership and firm performance using data gathered from 739 matched pairs of middle managers and their supervisors within 125 Chinese firms. They found a direct relationship between transformational leadership behaviors that focus on the task and financial performance. However, the relationship between transformational leadership behaviors that focus on relationships and financial performance was mediated by employee attitude.

Change is the central process of transformational leadership, which makes it the ideal leadership style for promoting innovation (Bass and Riggio, 2006; Jaskyte, 2004; Pieterse, et al., 2010). Organizations adjust to change through its

innovativeness and the creativity of its employees. There is growing interest in the relationship between transformational leadership and the creativity of the follower and the innovativeness of the organization (Gumusluoglu and Ilsev, 2009). Jung et al. (2003) acknowledged that only handful of studies have looked at the relationship between transformational leadership and organizational innovativeness. Their study of 32 Taiwanese firms found a significant positive relationship between transformational leadership and organizational innovativeness. Eisenbeisse. (2008) found that the relationship between transformational leadership and team innovation was mediated by support for innovation, which was moderated by climate for excellence. Similarly, a study of 163 research and development personnel and managers at 43 Turkish software development companies found that transformational leadership positively influenced both organizational innovativeness and employees' creativity (Gumusluoglu and Ilsev, 2009).

On another study, Koech and Namusonge (2012) investigated the main effects of leadership styles on employee performance at state-owned corporations in Kenya. Their inquiry specifically sought to determine the impact of laissez-faire, transactional and transformational leadership styles on employee performance at state-owned corporations in Kenya. The study outcomes revealed correlations between the transformational-leadership factors and employee performance ratings were high whereas correlations between the transactional-leadership behaviors and employee performance were relatively low. Mbithi (2014) conducted a study to understand how universities in Kenya responded to reforms, focusing on their leadership which is critical in both managing the transformation and creating academic excellence. It emerged that transformational leadership behavior of the top leadership of universities in Kenya led to high employee and employee performance and that

the top leadership of these universities is able to match their strategy with the correct structure, systems and technology to achieve organizational effectiveness.

A number of studies have been previously carried on the case study for this paper, which is Safaricom Company Limited. For example Maina (2010) carried out a customer satisfaction survey on Safaricom Limited Company. The objective of this study was to measure and assess the level of customer satisfaction for Safaricom, to reveal problems that customers have come across and seeks ways to improve products and services for this telecommunications company. A major drawback on the survey, however, is that it does not mention on how organizational leadership could have effect on the firm's products-end receiver and the performance of the company. Mativu (2012) undertook a study to examine management of strategic change at Safaricom Limited Company. His study discusses changes in the company management overtime as well as management strategies adopted to overcome external challenges. Although the firm's supervisory approaches employed in midst of challenges to solve crisis and steer performance are highlighted, a gap exists on the influences of leadership, and more specifically transformational leadership on the employee performance. In 2013, Kesenewe, Oima and Oginda undertook a study to examine the effects of strategic decision making on Safaricom's performance. Disappointingly enough, their findings do not allude to any form of leadership as far as strategic decision-making is in question. Therefore, a gap exists on the effects of transformational leadership on employee performance. More recently, Tiri, Ogollah and Mburu (2015) investigated the influence of transformational leadership styles on virtual team project performance in Safaricom Company limited. The study established that there existed a positive relationship between influence of transformational leadership styles and virtual

team performance in Safaricom Company limited. A major gap in their study as previously highlighted is lack of explanation of how individual factors of transformational leadership impacts on employee performance. Their research too, narrowed down on the performance of virtual teams and we do not get to know on the impact of transformational leadership on the entire employee performance.

RESEARCH METHODOLOGY

Introduction

This chapter discusses the ways through which this research was carried out.

Research Design

To develop an understanding of the influence of transformational leadership on employee performance, this study adopted both a descriptive and correlational research design. Correlational design entails reporting on condition of relationships as they exist.

Population

Mugenda and Mugenda (2003) define population as a whole group of persons or individuals, events or objects with common observable characteristics. The study utilized Moi Avenue Branch of Safaricom as the unit of observation due to accessibility of the center. The Moi Avenue branch has employee population of 1092 staff according to Safaricom 2015 head count. In addition, while it is only the management who exercise leadership, the junior staffs are influenced by it resulting to either poor or good performance by the individual staff and the organization as a whole.

Sampling Technique and Sample Size

The study utilized a sample size of 109 respondents. This is in line with Mugenda (2003) that a sample size of 10% of the accessible population which is 1,092 Safaricom staff is sufficient.

The study adopted the proportionate stratified sampling method. The stratified sampling method

measures the overall population parameters with greater precision and ensures an extraction of a representative sample from a relatively homogenous population (Kothari, 2004).

Data Collection Instrument

For primary data, in this study, questionnaires were used to collect data. The questionnaires comprised of both open and closed ended questions.

Reliability and Validity of Data

The reliability was ensured by testing the instruments for the reliability of values (Alpha values) as recommended by Cronbach, (1946). Cronbach recommends analysis for Alpha values for each variable under study.

Data Processing and Analysis

Data analysis involved data coding and analysis (Gatara, 2010). Data analysis was done using quantitative approaches.

RESULTS AND DISCUSSIONS

Introduction

This chapter examines the research findings and the discussions of those findings. Both the descriptive and inferential statistics have been used for the study.

Response Rate

The target sample size of the study was 109 respondents and therefore 109 questionnaires were distributed. A total of 100 filled questionnaires were collected back while 9 questionnaires were not responded due to diverse issues. The response rate was therefore 91.74%. A further 9 questionnaires were not analyzed as some were incompletely filled while others had identifiers. The number of questionnaires that were thus analyzed was 91 questionnaires.

Respondent's Characteristics

The respondents' characteristics were analyzed in terms of gender, age, department, and length worked at Safaricom. The gender distribution

indicates that 47.3% of the respondents are male while 52.7% of the respondents are female. The gender distribution is important due to the fact that some of the employee performance may be affected along gender lines such as long working hours into the night. In the context of the distribution by age, 3.3%, 38.5%, and 58.2% of the respondents were below 25 years, 25-30 years, and above 30 years respectively. In the context of the distribution by department, 83.5%, 3.3%, 4.4%, and 8.8% of the respondents worked in customer care, quality analyst, management, and support staff departments respectively. In the context of the length of time worked at Safaricom, 12.1%, 30.8%, 35.2%, and 22.0% of the respondents had worked for less than 1 year, 1-3 years, 3-5 years, and above 5 years respectively.

Descriptive Statistics

The descriptive statistics were examined for both the dependent and independent variables using the frequency distributions, means and standard deviations.

Influence of Inspirational Motivation on the Employee performance

The influence of the inspirational motivation on the employee performance was examined using five metrics that is; motivation to accomplish job goals and objectives, improvement of respondent's services to the company, support for team building, leader's expression of what employees should do, and leaders' helping employees find meaning in their work. A likert scale of Strongly Disagree (SD), Disagree (D), Uncertain (U), Agree (A) and Strongly Disagree (SA) was used. The results in regards to motivation to accomplish job goals and objectives were 35.2% (SA), 44.0% (A), 20.9% (N), 0.0% (D), and 0.0% (SD). The results for improvement of the respondent's services to the company were 0.0% (SA), 0.0% (A), 14.3% (N), 49.5% (D), and 36.3% (SD). On the other hand, the results for the support for team building were 23.1% (SA), 50.5% (A), 24.2% (N), 2.2% (D), and 0.0% (SD). The results for leadership expression of what

employees should do were as follows; 38.5% (SA), 48.4% (A), 9.9% (N), 2.2% (D), and 1.1% (SD). Finally, the results for leaders' helping employees find meaning in their work were as follows; 30.8% (SA), 38.5% (A), 24.2% (N), 4.4% (D), and 2.2% (SD).

The means and standard deviations of the inspirational motivation were also examined. The inspirational motivation metrics were measured through the use of the likert scale with the descriptors Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD) represented as 1,2,3,4 and 5 respectively in the SPSS input spread sheet. A score of less than 1.5 means the respondents strongly agreed with the statement given. A score 1.5 and above but less than 2.5 meant the respondents agreed with the statement given. A score of 2.5 and above but less than 3.5 meant the respondents were neutral. A score of 3.5 and above, but less than 4.5 indicated that the respondents disagreed. A score of 4.5 and above indicated strong disagreement with the statement given.

In this context, the means for motivation to accomplish job goals and objectives, improvement of respondent's services to the company, support for team building, leader's expression of what employees should do, and leaders' helping employees find meaning in their work were 1.86, 4.22, 2.05, 1.79, and 2.09 respectively. These means indicate that the respondents on average tended to agree with the presence of motivation to accomplish job goals and objectives, support for team building, leader's expression of what employees should do, and leaders' helping employees find meaning in their work since the means were between 1.5 and 2.5. On the other hand, the respondent's tended on average to disagree that the inspirational motivation leading to improvement of respondent's services to the company due to a mean of 4.22. These results are consistent with the literature review on the area. For example, Kent, Crotts, & Azziz (2001), inspirational motivation enables leaders to remain focused on the vision of the group despite any

obstacles that may arise. Yukl (2010) described inspirational motivation behaviors as communicating an appealing vision, using symbols to focus subordinate effort, and modeling appropriate behaviors. Banjeri & Krishnan (2000) relate inspirational motivation to concepts of ethics, claiming that when leaders show concern for organizational vision and follower motivation, they are more inclined to make ethical decisions.

The standard deviations for motivation to accomplish job goals and objectives, improvement of respondent's services to the company, support for team building, leader's expression of what employees should do, and leaders' helping employees find meaning in their work were 0.739, 0.680, 0.751, 0.796, and 0.962 respectively. This indicates that the responses were moderately distributed.

Influence of Individualized Consideration on the Employee performance

The influence of the Individualized Consideration on the employee performance was examined using five metrics that is; Receipt of support to improve on employee's work, employee's satisfaction with workplace conflicts settlements, employee's receipt of help to find meaning in their work, employee's receipt of support to overcome job challenges, and leadership issuance of job performance feedback. A likert scale of Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Disagree (SA) was used. The results for Receipt of support to improve on employee's work 41.8% (SA), 40.7% (A), 13.2% (N), 4.4% (D), and 0% (SD). In relations to the employee's satisfaction with workplace conflicts settlements, 25.3% 35.2% 22.0% 12.1% and 5.5% of the respondents chose strongly agree, agree, neutral, disagree and strongly disagree respectively. On the other hand, the employee's receipt of help to find meaning in their work results were; 39.6%, 45.1%, 15.4%, 0%, and 0% of the respondent's chose strongly agree, agree, neutral, disagree, and strongly

disagree respectively. The results for the employee's receipt of support to overcome job challenges were; 28.6% (SA), 42.9% (A), 24.2% (N), 3.3% (D), and 1.1% (SD) while that of the leadership issuance of job performance feedback were 34.1% (SA), 46.2% (A), 15.4% (N), 3.3% (D), and 1.1% (SD).

The means and standard deviations of the individualized consideration were also examined. The individualized consideration metrics were measured through the use of the likert scale with the descriptors Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD) represented as 1,2,3,4 and 5 respectively in the SPSS input spread sheet. A score of less than 1.5 means the respondents strongly agreed with the statement given. A score 1.5 and above but less than 2.5 meant the respondents agreed with the statement given. A score of 2.5 and above but less that 3.5 meant the respondents were neutral. A score of 3.5 and above, but less that 4.5 indicated that the respondents disagreed. A score of 4.5 and above indicated strong disagreement with the statement given.

In this context, the means for Receipt of support to improve on employee's work, employee's satisfaction with workplace conflicts settlements, employee's receipt of help to find meaning in their work, employee's receipt of support to overcome job challenges, and leadership issuance of job performance feedback were 1.80, 2.37, 1.76, 2.05, and 1.91 respectively. The means of all the parameters for individualized considerations were between 1.5 and 2.5 thus on average the respondents' tended to agree with the given metrics. The standard deviations for Receipt of support to improve on employee's work, employee's satisfaction with workplace conflicts settlements, employee's receipt of help to find meaning in their work, employee's receipt of support to overcome job challenges, and leadership issuance of job performance feedback were 0.833, 1.151, 0.705, 0.874, and 0.852 respectively. The responses for employee's

satisfaction with workplace conflicts settlements indicated lack of consensus due to a high standard deviation of 1.151 while for the rest of the responses were moderately distributed.

The metrics and results for Receipt of support to improve on employee's work, employee's satisfaction with workplace conflicts settlements, employee's receipt of help to find meaning in their work, employee's receipt of support to overcome job challenges, and leadership issuance of job performance feedback are critical in the performance. The ability of the leaders to provide distinct attention to each employee's needs is critical in their performance. The staffs are made to progressively achieve higher levels of potential. Individualized consideration is implemented after newly discovered opportunities are crafted alongside a supportive climate (Long, Yusof, Wan, Kowang, Tan and Heng, 2014). He proposed that individualized attention allows leaders to become familiar with followers, enhances communication and improves information exchange. On the other hand, Karamat (2013) holds similar views that consideration style leaders show a high level of concern for people and are supportive of them. These kind of leaders seek and accept suggestions from subordinates, consult with employees in advance on important matters, and criticize the work rather than the people.

Influence of Intellectual Stimulation on the Employee performance

The influence of the Intellectual Stimulation on the employee performance was examined using five metrics that is; Employee's opportunity to work in a way he think's best, employee's permission to set own pace for change, employee's allowance to make judgment in solving problems, employee's receipt of help to rethink of ideas that had never been questioned, and employees' challenge to think of old problems in new ways. A likert scale of Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Disagree (SA) was used. The results

for the employee's opportunity to work in a way he think's best were 15.4% (SA), 45.1% (A), 23.1% (N), 9.9% (D), and 6.6% (SD). In relations to the employee's permission to set own pace for change the results were 20.9% (SA), 46.2% (A), 17.6% (N), 12.1% (D), and 3.3% (SD). On the other hand, the results for employee's allowance to make judgment in solving problems were 24.2% (SA), 49.5% (A), 15.4% (N), 9.9% (D), and 1.1% (SD). The results for employee's receipt of help to rethink of ideas that had never been questioned were 28.6% (SA), 47.3% (A), 15.4% (N), 6.6% (D), and 2.2% (SD). Finally, the results for employees' challenge to think of old problems in new ways were 20.9% (SA), 30.8% (A), 41.8% (N), 6.6% (D), and 0% (SD).

The means and standard deviations of the intellectual stimulation were also examined. The intellectual stimulation metrics were measured through the use of the likert scale with the descriptors Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD) represented as 1,2,3,4 and 5 respectively in the SPSS input spread sheet. A score of less than 1.5 means the respondents strongly agreed with the statement given. A score 1.5 and above but less than 2.5 meant the respondents agreed with the statement given. A score of 2.5 and above but less than 3.5 meant the respondents were neutral. A score of 3.5 and above, but less than 4.5 indicated that the respondents disagreed. A score of 4.5 and above indicated strong disagreement with the statement given.

In this context, the means for Employee's opportunity to work in a way he think's best, employee's permission to set own pace for change, employee's allowance to make judgment in solving problems, employee's receipt of help to rethink of ideas that had never been questioned, and employees' challenge to think of old problems in new ways were 2.47, 2.31, 2.14, 2.07, and 2.34 respectively. The means of all the parameters for individualized considerations were between 1.5 and 2.5 thus on average the

respondents' tended to agree with the given metrics. The standard deviations for Employee's opportunity to work in a way he think's best, employee's permission to set own pace for change, employee's allowance to make judgment in solving problems, employee's receipt of help to rethink of ideas that had never been questioned, and employees' challenge to think of old problems in new ways were 1.078, 1.040, 0.938, 0.952, and 0.885 respectively. There was lack of consensus among the respondents in relations to employee's opportunity to work in a way he think's best, and employee's permission to set own pace for change due to standard deviations of 1.078 and 1.040 respectively. The other metrics had their responses moderately spread.

The results of this section are able to integrate with the literature view. Northouse (2001) argues that leadership that stimulates followers to be creative and innovative, and to challenge their own beliefs and values as well as those of the leader and the organization is critical for the performance of the organization. According to Bass & Steidlmeier (1999), intellectual stimulation encourages followers to challenge leader decisions and group processes. This encourages innovative thinking. According to Hult *et al.*, (2004), leaders, especially transformational leaders, have considerable control of the presence or absence of organizational innovativeness. Because transformational leaders are oriented toward innovation, their propensity to motivate and intellectually stimulate their followers imbues the follower with that same innovative inclination (Keller, 1992; J. Lee, 2007; Mumford, et al., 2002; Vinkenburg, 2011). The end result is exemplary performance both for the employee and the organization.

Employee Performance

The employee performance was examined using five metrics that is; employee's productivity improvement, employee's establishment of good working relations with co-workers, employee's

improvement in job competence, employees' rewarded for meeting job goals, and employee's achievement of career advancement . A likert scale of Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Disagree (SA) was used. The results for the employee's productivity improvement were 35.2% (SA), 45.1% (A), 18.7% (N), 1.1% (D), and 0% (SD). In relations to the employee's establishment of good working relations with co-workers 17.6%, 51.6%, 25.3%, 3.3%, and 2.2% of the respondents chose strongly agree, agree, neutral, disagree and strongly disagree respectively. In relations to the employee's improvement in job competence, the results were 39.6% (SA), 46.2% (A), 14.3% (N), 0.0% (D), and 0.0% (SD). On the other hand, in relations to the employees' rewarded for meeting job goals the results were; 13.2% (SA), 37.4% (A), 17.6% (N), 23.1% (D), and 8.8% (SD). Finally, the results for employee's achievement of career advancement were 23.1% (SA), 41.8% (A), 18.7% (N), 13.2% (D) and 3.3% (SD). The means and standard deviations of the employee performance were also examined. The employee performance metrics were measured through the use of the likert scale with the descriptors Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD) represented as 1,2,3,4 and 5 respectively in the SPSS input spread sheet. A score of less than 1.5 means the respondents strongly agreed with the statement given. A score 1.5 and above but less than 2.5 meant the respondents agreed with the statement given. A score of 2.5 and above but less than 3.5 meant the respondents were neutral. A score of 3.5 and above, but less than 4.5 indicated that the respondents disagreed. A score of 4.5 and above indicated strong disagreement with the statement given.

In this context, the means for employee's productivity improvement, employee's establishment of good working relations with co-workers, employee's improvement in job competence, employees' rewarded for meeting

job goals, and employee's achievement of career advancement were 1.86, 2.21, 1.75, 2.77, and 2.32 respectively. The means for employee's productivity improvement, employee's establishment of good working relations with co-workers, employee's improvement in job competence, and employee's achievement of career advancement were between 1.5 and 2.5 therefore on average the respondent's tended to agree with the given metric. On the other hand, the respondents tended to be neutral in relations to the metric that the employees' rewarded for meeting job goals due to a mean of 2.77.

On the other hand, the standard deviations for employee's productivity improvement, employee's establishment of good working relations with co-workers, employee's improvement in job competence, employees' rewarded for meeting job goals, and employee's achievement of career advancement were 0.754, 0.850, 0.693, 1.203, and 1.074 Respectively. The metrics for employees' rewarded for meeting job goals, and employee's achievement of career advancement had no consensus on the responses due to standard deviations of 1.203 and 1.074.

Linear Correlation between Inspirational Motivation and Performance

		Performance
Inspirational	Pearson Correlation	.283**
Motivation	Sig. (2-tailed)	.007
	N	91

Influence of Individualized Consideration on the Employee performance

The linear correlation will be used to test the formulated hypotheses that will lead to answering the following research question; What is the influence of individualized consideration on the employee performance?

The formulated hypothesis to aid in answering the research question is as follows;

Inferential Statistics

The inferential statistics were conducted using the linear correlation and multiple linear regressions.

Influence of Inspirational Motivation on the Employee performance

The linear correlation will be used to test the formulated hypotheses that will lead to answering the following research question; what is the influence of inspirational motivation on the employee performance?

The formulated hypothesis to aid in answering the research question is as follows;

H₀₁: There is no significant statistical relationship between inspirational motivation and employee performance

H_{A1}: There is significant statistical relationship between inspirational motivation and employee performance

The relationship between inspirational motivation and employee performance is positively correlated and statistically significant (r=0.283; p=0.007<0.05). This led to the rejection of H₀₁ and acceptance of H_{A1}.

H₀₂: There is no significant statistical relationship between individualized consideration and employee performance

H_{A2}: There is significant statistical relationship between individualized consideration and employee performance

The relationship between individualized consideration and employee performance is negatively correlated and statistically significant (r=-0.334; p=0.001<0.05). This led to the rejection of H₀₂ and acceptance of H_{A2}.

Linear Correlation between Individualized Consideration and Performance

		Performance
Consideration	Pearson Correlation	-.334**
	Sig. (2-tailed)	.001
	N	91

Influence of Intellectual Stimulation on the Employee performance

The linear correlation will be used to test the formulated hypotheses that will lead to answering the following research question; what is the influence of intellectual stimulation on the employee performance?

The formulated hypothesis to aid in answering the research question is as follows;

H₀₃: There is no significant statistical relationship between intellectual stimulation and employee performance

H_{A3}: There is significant statistical relationship between intellectual stimulation and employee performance

The relationship between intellectual stimulation and employee performance is positively correlated and statistically significant ($r=0.820$; $p=0.000<0.05$). This led to the rejection of H₀₃ and acceptance of H_{A3}.

Linear Correlation between Intellectual Stimulation and Performance

		Performance
Stimulation	Pearson Correlation	.820**
	Sig. (2-tailed)	.000
	N	91

Conclusion

The conclusion of this study will be based on the multiple linear regression which examines the cumulative effect of the independent variables on the dependent variable. The multiple linear regressions gave a multiple correlation coefficient of 0.920 which indicates that the relationship between the three independent variables

cumulatively on the dependent variable is strong and positively correlated. The multiple linear regression also gave a coefficient of determination of 0.846 indicating that the three variables contributed to 84.6% of the variance in the dependent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920 ^a	.846	.841	.31441

a. Predictors: (Constant), Intellectual Stimulation, Individualized Consideration, Inspirational Motivation

The F-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent

variable, $F(3, 87) = 159.306$, $p < .0005$ (i.e., the regression model is a good fit of the data).

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.244	3	15.748	159.306	.000 ^a
	Residual	8.600	87	.099		
	Total	55.844	90			

a. Predictors: (Constant), Intellectual Stimulation, Individualized Consideration, Inspirational Motivation

b. Dependent Variable: Performance

The unstandardized coefficients which indicate the variance of the dependent variables with an independent variable when all other independent variables are held constant are indicated below.

$$\text{Performance} = 1.843 + 0.051 \text{ Inspirational Motivation} - 0.788 \text{ Individualized Consideration} + 0.783 \text{ Intellectual Stimulation}$$

The coefficient for the intercept is 1.843 implies that if the factors (Intellectual Stimulation, Individualized Consideration, and Inspirational

Motivation) are equated to zero then the performance will improve by a margin of 1.843. The beta coefficient of inspirational motivation is 0.051 implying that a unit increase in inspirational motivation will lead to an increase in performance by a margin of 0.051. Similarly, the beta coefficient of individualized consideration is -0.788 meaning that a unit increase in individualized consideration leads to a decrease in performance by a margin of 0.788. Finally, a unit increase in intellectual stimulation leads to an increase in performance by a margin of 0.783.

Linear Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.843	.240		7.690	.000
	Inspiration	.051	.087	.026	.585	.560
	Consideration	-.788	.079	-.421	-9.920	.000
	Stimulation	.783	.041	.852	18.889	.000

a. Dependent Variable: Performance

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusion and recommendations of the study.

Summary

The summary of the study is based on the each specific research objective.

Influence of Inspirational Motivation on the Employee performance

The influence of the inspirational motivation on employee performance was examined using five metrics that is; motivation to accomplish job goals and objectives, improvement of respondent's services to the company, support for team building, leader's expression of what employees should do, and leaders' helping employees find meaning in their work with means of 1.86, 4.22, 2.05, 1.79, and 2.09 respectively. These means indicate that the respondents on average tended to agree with the presence of motivation to

accomplish job goals and objectives, support for team building, leader's expression of what employees should do, and leaders' helping employees find meaning in their work since the means were between 1.5 and 2.5. On the other hand, the respondent's tended on average to disagree that the inspirational motivation leading to improvement of respondent's services to the company due to a mean of 4.22. The analysis of the relationship between inspirational motivation and employee performance is positively correlated and statistically significant ($r=0.283$; $p=0.007<0.05$).

Influence of Individualized Consideration on the Employee performance

The influence of the individualized consideration on the employee performance were measured using five metrics; receipt of support to improve on employee's work, employee's satisfaction with workplace conflicts settlements, employee's receipt of help to find meaning in their work, employee's receipt of support to overcome job challenges, and leadership issuance of job performance feedback with means of 1.80, 2.37, 1.76, 2.05, and 1.91 respectively. The means of all the parameters for individualized considerations were between 1.5 and 2.5 thus on average the respondents' tended to agree with the given metrics. The analysis of the relationship between individualized consideration and employee performance was negatively correlated and statistically significant ($r=-0.334$; $p=0.001<0.05$).

Influence of Intellectual Stimulation on the Employee performance

The influence of the intellectual stimulation on employee performance was examined using five metrics; Employee's opportunity to work in a way he think's best, employee's permission to set own pace for change, employee's allowance to make judgment in solving problems, employee's receipt of help to rethink of ideas that had never been questioned, and employees' challenge to think of old problems in new ways with means of 2.47, 2.31, 2.14, 2.07, and 2.34 respectively. The means of all the parameters for individualized

considerations were between 1.5 and 2.5 thus on average the respondents' tended to agree with the given metrics. The analysis of the relationship between intellectual stimulation and employee performance is positively correlated and statistically significant ($r= 0.820$; $p=0.000<0.05$).

Conclusions

Transformational leadership is important as leaders are reliable to generate commitment from followers. Safaricom has the ability to inspire motivate and intellectually stimulate its employees which results to positive impact on employee performance.

The multiple linear regression was used to examine the cumulative effect of the independent variables on the dependent variable. The multiple linear regressions gave a multiple correlation coefficient of 0.920 which indicated that the relationship between the three independent variables cumulatively on the dependent variable is strong and positively correlated. The multiple linear regressions also gave a coefficient of determination of 0.846 indicating that the three variables contributed to 84.6% of the variance in the dependent variable. The multiple linear regression equation indicated that the intellectual stimulation led to the greatest change in employee performance. The findings of this study will help other institutions to understand the influence of transformational leadership on employee performance in Kenya; the findings will provide a new dimension on how institutions can achieve best employee performance.

Recommendations

Inspirational Motivation on the Employee performance

The respondents on average tended to agree with the presence of motivation to accomplish job goals and objectives, support for team building, leader's expression of what employees should do, and leaders' helping employees find meaning in their work. However there's need on the leadership to improve on its employees response to improve service to the company due to the high mean of 4.22

Individualized Consideration on the Employee performance

The responses for employee's satisfaction with workplace conflicts settlements indicated lack of consensus due to a high standard deviation of 1.151 therefore the leadership need to put emphasis on conflict management mechanism so as to improve employee performance.

Intellectual Stimulation on the Employee performance

There was lack of consensus among the respondents in relations to employee's opportunity to work in a way he think's best, and employee's permission to set own pace for change due to standard deviations of 1.078 and

1.040 respectively. In this regard I recommend that major improvement in strategies to harmonize recognizing employee's cognitive ability in regard to work and innovation

Suggestions for Further Studies

The transformational leadership has an influence on aspects of performance within an organization. The study therefore suggests the following aspects of transformational leadership for further studies; a research on effect of transformational leadership on organizational performance of Safaricom Limited and the effect of transformational leadership on financial performance on other communication service providers, government and private sector.

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