



EFFECT OF INSPIRATIONAL MOTIVATION ON ORGANISATIONAL PERFORMANCE OF STATE CORPORATIONS IN KENYA

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Abstract

Performance of many State Corporations in Kenya has been below expected levels. The government spends billions to service loans defaulted by State Corporations annually. As at June 2013, the status of publicly guaranteed debt for state corporations stood at Ksh 47,168.60 million. This study sought to find out effect of inspiration motivation on organizational performance of State corporations in Kenya. In order to meet the objective of this study, relevant leadership theories and various leadership styles were reviewed thoroughly. The study adopted a descriptive research design where the use of measures of central tendency such as mean and standard deviation was common. This study used primary data obtained from the original sources using a structured and semi-structured questionnaire and captured through a 5-point type Likert scale. The study used construct validity employing both convergent and discriminant validity dimensions. After quantitative data was obtained through questionnaires, it was prepared in readiness for analysis by editing, handling blank responses, coding, categorizing and then keyed into Statistical Package for Social Sciences (SPSS) version 24 for analysis. The results were presented in form of figures and tables. From a population of 5,140 leaders, data was collected from a sample of 165 respondents randomly selected, from 8 randomly selected state corporations in Kenya. The study found that there was a significant relationship between charismatic leadership style and organizational performance. The study concludes that a leadership that is charismatic exerts a positive and significant influence on the performance of state corporations in Kenya.

Keywords: *State corporations, Inspirational motivation, Public Debt, Performance*



INTRODUCTION

Globally, leadership research on transformational leadership has focused on the content and impact of leaders (Sahgal & Pathak, 2007). According to Sahgal and Pathak (2007), emphasis has been on qualities and dispositions of leaders; how they influence change in organizations and how they inspire followers to increase their performance, motivation, and morale. Inspiration and motivation are items of inspirational motivation, a construct of transformational leadership. The GLOBE study of 62 societies examines culture as it relates to leadership in all the major regions of the world. According to this study, effective leadership styles of participation common in the individualist west are questionable in the collectivist east while Asian managers heavily emphasize paternalistic leadership and group maintenance activities.

Gonye and Moyo (2013) in the study of African leadership, argue that that the lack of transformational leadership is the bane of African politics. According to the study, a cursory look at the relationship between the current crop of African political leaders and their nations' citizens, prompts effective performance and good governance enthusiasts to question the apparent absence of important transformational leadership tenets among most African leaders. That relationship is often marked with a literal cordoning off of the masses from the person they made leader; the leader and the led seem not to share a vision, yet the leader professes to champion a national vision towards which he pulls the followers. Using various examples of African political leaders, Gonye and Moyo (2013) argue that, the conduct of national politics in post independent Africa has been fundamentally antithetical to the tenets of transformational leadership maybe because after independence most liberation movements either failed or refused to transform themselves into governing movements with all that goes with statecraft.

Kenya, like many other African countries, emerged from the structural adjustment programmes (SAPS) era of the 1980s both strained and scorched by the several reforms in public sector management. These programmes have been linked to the high rate of income inequality, inflation, unemployment, retrenchment, and so on, which have lowered living standards (Mbithe, Mwabu, & Awiti, 2017). Consequently, emphasis was then shifted to the introduction of New Public sector Management models in reform programmes of several public sector institutions, State Corporations included. The Public Sector reforms of 1993 were implemented in three phases. The first phase focused on cost containment, the second focused on rationalization of government ministries and departments, while the third, which was guided by Economic Recovery policy directions, adopted Performance Contracting (PC) in public service as a strategy for improving service delivery to Kenyans. Although the economy grew at an average of 5.4% during the period 2003-2007, this could not be sustained and quickly dropped to an average of 4.2% during the period 2008-2011 (Randa & Gubbins, 2013).

During the year 2012 evaluation of State Corporations, it was noted that the performance of State Corporations had declined from 64.8% in 2009/2010 to 64.6% in 2010/2011 (GoK, 2012). According to the Budget implementation Review Report for the period 2012/2013, the performance of many State corporations in Kenya has been disappointing (GoK, 2013). The report of the presidential taskforce on parastatal reforms (GoK, 2013b) points out cases of complete failure and missed opportunities from established State Corporations. For most of these corporations, the report attributed their failure to the lack of strategic vision of what this entity could and should do. For State corporations to be part of the engine to drive Vision 2030, where the economy is projected to grow at a sustained annual rate of 10 per cent, attention will now need to shift to leadership development. According to Bass and Avolio (2004), as cited in Amirul and Daud (2012), transformational approach creates significant change in the life of people and organizations. With this in mind, it is safe to conclude that realization of the outcomes envisaged in Vision 2030 is almost guaranteed under transformational leadership.

Statement of the Problem Statement

According to the Budget implementation Review Report for the period 2012/2013, the performance of many State corporations in Kenya has been disappointing. The report gives an example where Ksh 1.93 billion was spent to service loan defaulted by three State Corporations (GoK, 2013). The Annual Public Debt Report 2011/2012, indicates that of the Kshs. 961.3 million payments by the Government on Guaranteed Debt in 2011/12, 95.6% was on debt accruing to two (2) State Corporations, pointing to significant defaults in payments. As at June 2013, the status of publicly guaranteed debt for state corporations stood at Ksh 47,168.60 million.

According to the Parliamentary Public Investment Committee (GoK, 2011), Leaders in State corporations have failed to position these organizations for success. The report by Mwaura (2007) revealed that failure in state corporations is largely a function of weak leadership arising from the dependence of directors on political actors. Kihara, Yano and Mori (2013), concluded that commitment of leaders affects the process of implementing the performance systems in an organization to a great extent. The report of the presidential taskforce on parastatal reforms (GoK, 2013b) points out a number of cases of complete leadership failure and missed opportunities from established state corporations. For instance, the Kenya Railways Corporation is a shell of its former self, despite its earlier significant role in Kenya's wealth creation. The lack of leadership vision of what this entity could and should do has led to selection of sub-optimal choices that have cascaded negative effects into the wider economy, beyond the railways itself.

Research has shown that leadership effectiveness and motivation can contribute to growth and social good in Africa (Agulanna, 2006). Even with this finding, the concept of leadership effectiveness and motivation are poorly contextualised because the African perspective of leadership effectiveness and motivation are poorly articulated and understood (Senaji et al., 2014). Further, a limited number of studies have paid attention towards understanding the process of transformational leadership behaviour in enhancing organisational performance. The GLOBE study for instance presents just one page on sub-Saharan Africa in its book of studies and offers limited findings in its analysis of empirical data (House & Javidan, 2004; as cited by Shebaya, 2011). It is against this backdrop that this study investigated the effect of transformational leadership styles on the performance of State corporations in Kenya. The limited number of studies for Kenya on the role of charisma, inspirational motivation, intellectual stimulation and individualised consideration on organisational performance of state corporations called for this study.

Objective of the Study

To analyse the effect of inspirational motivation on organisational performance of state corporations in Kenya

LITERATURE REVIEW

This section involved theoretical review besides carrying out a detailed study on inspiration motivation among state corporations.

The Leader-Member-Exchange (LMX) theory

The Leader-Member-Exchange (LMX) theory challenges the assumption that leaders treat followers in a collective way, as a group. The theory explains that the relationship between managers and their subordinates develops over time as a result of role-making processes and social exchange between them. According to LMX theory, leadership resides in the quality of the exchange relationship developed between leaders and their followers where high quality exchanges are characterized by mutual respect, trust and liking. The nature of the relationship quality has implications for job effectiveness at the work place.

In this theory, researcher has relied more on a social exchange-based rationale to predict the nature of the relationship between outcomes and LMX quality whereby high-quality relationships are characterized by the exchange of valued resources. As these relationships continue to improve, leaders continue to support their followers in developmental opportunities such as sponsorship to learning, mentorship, and extending other benefits to the follower.

The provision of such extra benefits to the follower by the leader results in a motivation to reciprocate to the leader on the part of the follower, by demonstrating behaviors such as loyalty and higher levels of voluntary behaviors. The feeling of obligation and high level of commitment to the leader become the link between high LMX quality and pro leader behavior. Further, the extent to which the follower regard their leader's promises to be fulfilled is a good link between LMX quality and outcomes. Due to its role-making processes between a leader and follower, this theory is closely linked to individual consideration where the coaching and mentorship are key ingredients, the follower is treated individually and learning opportunities are created.

Effect of Inspirational Motivation on performance of state corporations

Inspirational motivation represents the use of images and symbols that enable the leader to raise the expectations and beliefs of their follower concerning the mission and vision (Johnson, 2006). In Inspirational motivation (IM), transformational leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their follower's work. According to Bass and Alivio (2004), as cited in Bolkan *et al.* (2011), in inspirational motivation, team spirit is aroused. Enthusiasm and optimism are displayed; leaders get followers involved in envisioning attractive future states; leaders create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision. By using inspiration, transformational leaders' express confidence in followers and their shared vision. Through the content of this vision and behaviour that is consistent with the vision, inspirational leaders energize followers to exert extra effort in challenging situations. In addition, the leaders champion collective action and team synergy (Sosik & Jung, 2010).

Obiwuru, Okwu, Akpa, and Nwankwere (2011) evaluated the effect of leadership styles on organisational performance in selected small scale enterprises. The major objective of this study was to determine effect of leadership styles on performance in small scale enterprises in Ikosi-Ketu Council development area of Lagos state, Nigeria. Transformational leadership behaviours and performance/outcome considered relevant in the study were charisma, inspirational motivation and intellectual stimulation/ individual consideration; and effectiveness, extra effort and satisfaction, respectively. The study followed a survey design, and employed evaluative quantitative analysis method. Analysis was based on primary data generated through a structured MLQ administered on respondents. Responses to research statements were scaled and converted to quantitative data via code manual developed for the study to enable segmentation of the data responses into dependent and independent variables based on leadership behaviours and associated performance variables. OLS multiple regression models

were specified, estimated and evaluated. The analysis shows that, inspirational motivation, exerts negative but insignificant effect on performance, and the trait is weak in explaining variations in performance.

Barbuto (2005), as cited in Saxe (2011), while examining the relationships between leaders' motivation and their use of charismatic, transactional, and / or transformational leadership used a sample of One hundred eighty-six leaders and 759 direct reports from a variety of sampled organizations. Leaders were administered the Motivation Sources Inventory (MSI) while followers reported leaders' full range leadership behaviours using the Multifactor Leadership Questionnaire (MLQ)-rater version. Leaders were also administered the self-rating version of the MLQ-rater version. The Motivation Sources Inventory subscales subsequently significantly correlated with leader self-reports of inspirational motivation, idealized influence (behaviour) and individualized consideration (range, $r = .10$ to $.29$), as well as with raters' perceptions of inspirational motivation, idealized influence (behaviour) and individualized consideration (range, $r = .18$ to $.19$).

The study in Lagos, Nigeria found a negative but insignificant between leader inspirational motivation and organisational performance, while that by Barbuto found a positive significant relationship. This studies do not therefore contradict each other at all although more research is necessary. A leader who is inspired is likely to value individual followers and the inherent strengths and contributions each makes. This is expected to improve the effectiveness of the concern organizations.

RESEARCH METHODOLOGY

This study adopted both descriptive and quantitative approaches. The study used the positivism philosophy since it is a survey research study; it focused on the descriptive, relational and causal aspects of the research study variables. According to Burke (2007), interpretive paradigm is used to understand the World of human experiences. A simple random sampling was used to select State Corporations from different categories. A population is any complete group, and a population element refers to an individual member of the population (Zikmund, 2003).

The leaders from all State corporations formed the population for this study. These are the high-level employees in state corporations who are involved in organisation wide decision making. They included top management team, managers, managing directors, General managers, departmental leaders and their deputies; lecturers, Vice Chancellors and their Deputies, and Chief Executive Officers. The total number of leaders in state corporations is estimated at 5,140. A simple random sampling was used to select one State Corporations from

each of these categories with a total of 165 leaders provided feedback for this study. For the measurement of leadership attributes, and leadership outcomes, a 16 items structured Questionnaire was used for data collection. A pilot test was conducted in the Kenya Bureau of Standards and Coast Water Services Board. This enabled the researcher test for reliability and validity of the instruments

ANALYSIS AND FINDINGS

Descriptive statistics on Inspirational Motivation

Inspirational motivation was measured by four questions focusing on optimism about future, enthusiasm displayed, motivation and inspiration, goals achieved. The respondents were asked their opinion regarding inspirational motivation and organisational performance in state corporations. Specifically, they were asked to rate on a scale of 0=Not at all, 1= Once in a while, 2=Sometimes, 3 = Fairly Often and 4 = frequently, if not always. The findings are presented on Table 1.

Table 1: Inspirational Motivation

	Not at all	Once in a while	Sometime	Fairly Often	Frequently, if not always	Mean	Std. Dev
Talks optimistically about the future	13.0%	21.7%	9.3%	31.1%	24.8%	2.33	1.40
Talks enthusiastically about what needs to be accomplished	7.5%	5.0%	5.6%	45.3%	36.6%	2.99	1.14
Articulates a compelling vision of the future	4.3%	6.2%	12.4%	44.1%	32.9%	2.95	1.05
Expresses confidence that goals will be achieved	7.5%	3.1%	9.3%	49.7%	30.4%	2.93	1.09
Average						2.80	1.17

According to results in Table 1, majority of the respondents who represented 31.1% of the respondents indicated that their leaders fairly often talks optimistically about the future, 24.8% indicated that their leader frequently, if not always, 21.7% indicated once in a while, 13.0% indicated not at all while 9.3% indicated sometimes. 36.6% of the respondents agreed that their leaders frequently, if not always talks enthusiastically about what needs to be accomplished, 45.3% indicated that their leader fairly often talks enthusiastically about what needs to be

accomplished. 44.1% indicated that their leaders fairly often articulate a compelling vision of the future, 32.9% indicated that they did so frequently, if not always. Finally, 49.7% indicated that their leaders expressed confidence that goals will be achieved while 30.4% indicated fairly often.

On a five-point scale, the average mean of the responses was 2.80 which mean that majority of the respondents indicated fairly often response; however, the answers were varied as shown by a standard deviation of 1.17.

Inferential statistics

The hypothesis was that inspirational motivation style of transformational leadership has no effect on organisational performance of state corporations in Kenya. The hypothesis was tested by using the ordinary least square regression. Results show that the p-value was $0.004 < 0.05$. This indicates that the null hypothesis was not accepted hence inspirational motivation style of transformational leadership has effect on organisational performance of state corporations in Kenya.

This finding is consistent with that of Ayub and Rafif (2011) who attempted to explore the relationship between work motivation and job satisfaction. The examination found that there was a positive connection between inspirational motivation and occupation fulfilment. Obiwuru, et al. (2011), however, found that inspirational motivation exerts negative but insignificant effect on performance, and the trait is weak in explaining variations in performance.

CONCLUSION AND RECOMMENDATIONS

Findings of this study revealed a clear relationship between inspirational motivation and organisational performance of state corporations in Kenya. This was done, by testing the null hypothesis which states that inspirational motivation style of transformational leadership has no effect on organisational performance of State corporations in Kenya. Findings of this study revealed that there exists a significant relationship between inspirational motivation and organisational performance of state corporations in Kenya. Besides, this relationship is positive and it conforms to underlying theory on transformational leadership.

Ordinary least squares regression was carried out to determine the relationship between inspirational motivation and organisational performance. The results of coefficients estimates were significant at the 0.05 level of significance. This indicated that the hypothesis was rejected hence there exists a significant and positive relationship between inspirational motivation and organisational performance of state corporations in Kenya.

The study is a justification of the fact that a state corporation whose leaders are charismatic, individually considerate of their followers, who are inspirationally motivating and who are intellectually stimulating will steer their organisation to be more effective. In particular, the study recommends:

The Cabinet Secretaries, majority of them involved in appointing leaders of State corporations should take note of the critical role of transformational leadership in state corporations. Appointments, particularly of chairpersons of state corporations should seriously consider the transformative configuration of the holder of this office. Political considerations should therefore be surrogate to transformational considerations.

The Government and the private sector need to seriously consider investing in the development and implementation of a curriculum on transformational leadership. Training on transformational leadership must start early in the life of a child, if current and future investments are to be sustained. It is therefore necessary for basic education to make it mandatory for every child to cover substantial training on transformational leadership.

Company directors of medium sized and large enterprises should possess transformational leadership skills in order for them to effectively plan, organize and control their enterprises. This will lead to improved performance and ultimately lead to the expansion of the entire economy. Policy makers should prepare policy instruments to protect the transformational leadership agenda

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