



# The Moderating Effect of Inspirational Motivation on the Relationship between Succession Planning and Stability of Evangelical Churches in Nairobi City County, Kenya

<sup>1</sup>Kepha Nyamweya Omae, <sup>1</sup>David A. Oginde & <sup>2</sup>Gladys Gakenia Njoroge

<sup>1</sup>Pan Africa Christian University, Kenya

<sup>2</sup>United States International University - Africa

## Article History

Received: 2024.02.22

Revised: 2024.05.27

Accepted: 2024.06.08

Published: 2024.06.12

## Keywords

Church

Evangelical

Leadership

Stability

Transformational

## How to cite:

Omae, K. N., Oginde, D. A. & Njoroge, G. G. (2024). The Moderating Effect of Inspirational Motivation on the Relationship between Succession Planning and Stability of Evangelical Churches in Nairobi City County, Kenya. *Eastern African Journal of Humanities and Social Sciences*, 3(2), 64-74.

Copyright © 2024



## Abstract

Leadership in churches has gained traction in recent years across the globe, particularly with regard to how decisions are made, and what leadership models to adopt that would both promote ministerial work and build a strong congregation. This study aimed to establish the moderating effect of inspirational motivation on the relationship between succession planning and the stability of Evangelical churches in Nairobi, Kenya. The study employed the use of a pragmatic research philosophy. The target population for this study constituted 300 Evangelical churches in Nairobi County, Kenya, with a total of 1200 leaders. Each church has a Presiding Bishop or General Overseer, the General Secretary, the Senior Pastor and a Senior Deacon from the various church organizations who formed the respondents for the study. A sample size of 20% of the target population of 300 registered church organizations giving a total of 60 church organizations. In the 60 church organizations, there were 60 Presiding Bishops / General Overseers and 60 General Secretaries. Besides, there were 2 Senior Pastors and 2 Senior Deacons or elders conveniently sampled from each of the 60 church organizations, making a total of 360 leaders. Data was collected using a questionnaire that contained both structured and semi-structured questions. Correlation analysis and linear regression analysis were performed to assess the moderating effect of inspirational motivation on succession planning and Evangelical church stability, using SPSS version 27. The findings of the study indicated the existence of a positive and significant correlation between leadership succession planning, inspirational motivation, and church stability. According to the study, inspirational motivation has a moderating effect on the relationship between succession planning and the stability of the Evangelical Churches in Nairobi City County, Kenya.

## Introduction

Ganta and Manukonda (2014) define leadership as the ability to influence, modify or change the values, norms, beliefs, behavior, and attitudes of another person in order to achieve particular goals. This largely depends on the style of leadership which largely contribute to the successful transition of an organization from one leadership unit to another. One such leadership style that most scholars have attributed to in organizational performance is the transformational style of leadership (Khan et



al., 2020; Lai et al., 2020; Steinmann et al., 2018). In this, they all agree that transformational leadership encompasses various components which in aggregate lead to improved performance and organizational success. For instance, one such component of transformational leadership that is exhibited by leaders is intellectual stimulation (Ayacko et al., 2017). According to Barak (2017), transformational leadership refers to the style of leadership where leaders are able to inspire as well as motivate their followers in order to achieve a set objective or objectives. As Western (2013) explains, transformational leaders are known for their ability to raise the confidence of their followers and consequently, their performance levels in organizations that require high level of leadership. Further, the central concern of transformational leaders is to empower their followers which results in the increase of their level of self-confidence. In addition, Yukl (2013) posits that the behaviors of transformational leaders were initially grouped into three main categories of idealized influence, intellectual stimulation, and individualized consideration with a later revision of the theory bringing in the aspect of inspirational motivation which is an area of concern for this paper. In a study conducted by Cebon et al. (2019), they observed that inspirational motivation as a component of transformational leadership calls upon leaders to encourage their followers in raising their conscious mind as well as eliciting their commitment to the mission and vision of the organization. This encourages followers to keep their focus on the goal or vision in spite of the many challenges that they may come across in line of fulfilling their duties. It is for this reason that Barine and Minja (2014) hold that; communication, organizational vision, workers autonomy, challenges and cooperation are key elements of inspirational motivation thus a greater inclination to making ethical decisions. In their study Chebon et al. (2019) emphasized that inspirational motivation encouraged high productivity through a creative and innovative culture that enabled workers to rethink ideas hence the need for leaders to inspire their followers.

Consequently, transformational leadership has been found to be one of the most effective leadership styles that motivate workers to exceed their expectations generating commitment to the organization's vision. While at it, followers creatively rethink and accept the challenge to successfully compete in the dynamic environment (Kehinde & Banjo, 2014).

According to Lin et al (2019), organizational stability could be understood from the perspective of stable, regular, and predictable contexts where employees are able to understand the organizational concept and settings and where they can undertake tasks in a highly effective manner while at the same time, the organization is concentrating its resources and attention in the achievement of its goals. This paper seeks to assess the moderating effect of inspirational motivation as a component to transformational leadership on the relationship between succession planning and stability of evangelical churches.

### ***Transformational leadership theory***

This study is guided by the transformational leadership theory which was invented by Burns in 1978 in the process of analyzing political leaders (Burns, 1978). According to Burns (1978), transformational leaders have the ability to raise the level of awareness of their followers that consequently result in improved organizational performance. As Northouse (2013) explains, transformational leaders are able to engage and connect with their followers resulting in a relationship that raises the motivation of both the leader and the followers. Further, transformational leaders are able to prioritize the welfare of their followers at the workplace. One of the aims of transformational leaders is to raise the levels of motivation of their followers so that they could perform beyond their expectation (Phaneuf et al., 2016). It therefore follows that; transformational leadership can be applied in organizations that are struggling with performance. Transformational leaders have several characteristics that distinguish



them from other types of leaders. According to Northouse (2013), transformational leaders are known for their idealized influence, intellectual stimulation, inspirational motivation, and individual consideration. In this paper however, the focus is on the aspect of inspirational motivation and how this influences church stability among evangelical churches in Kenya. Inspirational motivation is therefore about motivating employees through various methods such as creating a conducive working environment (Korejan & Shabahzi, 2016).

Scholars like Al Basyir et al. (2020) have used transformational leadership theory to test the effect of transformational leadership, organizational commitment, and job involvement on withdrawal behavior while Abubakar and Ahmed (2017) had their study done to establish the relationship that existed between transformational leadership and the performance of Universities in Nigeria. In Kenya, Gathuimbi (2020) had a study conducted to determine the moderating role of transformational leadership on the relationship between organizational justice and employee commitment in National Hospital Insurance Fund in Nairobi County. In two of the above studies, transformational leadership was used as an independent variable (Al Basyir et al, 2020; Abubakar & Ahmed, 2017), while in the third study, it was used as a moderating variable (Gathuimbi, 2020). This theory is applied in this paper to explicitly explain how leaders in evangelical churches can implement the inspirational motivation tool to drive their flock into being a part of the churches' greater vision to ultimately enhance stability.

#### ***Moderating Effect of Transformational Leadership through Inspirational motivation on Church stability***

The transformational leadership model emphasizes creating an inspired vision of the future and motivating people to buy into and deliver through relationships. According to Northouse (2019), inspirational motivation behavior of a transformational leader concerns itself with motivating followers through a clear communication of organizational goals. Further, the purpose of communicating the goals to be achieved is to raise the level of awareness and understanding of the followers. Barak (2017) wrote that inspirational motivation is about the capacity of a transformational leader to "motivate and inspire everyone to actively participate in the organizational activities" (p. 227). As used in this paper, motivation implies the stimulation by transformational leaders of their subordinates *to perform beyond what is expected*. Therefore, by motivating followers, transformational leaders impel them to change their mindset from that of self-interest to that of the interest of an organization and in the process increase its general performance (Edirisooriya, 2020). This leadership behavior is much needed in organizations where employees have lost morale towards work and need to be motivated. In the same way leaders in the church provide impulses, stimulation and coordination to their followers to help promote the independence and autonomy of the members and co-workers. Therefore, inspirational motivation can be considered as an excellent tool in enhancing church stability among members of the congregation and their church leaders.

In their study, Suntanto et al. (2021) found inspiration motivation to be associated with the leader's ability to increase the employees' awareness of an organization's vision and mission as well as challenging them to be committed to the goals of an organization. In a study that was carried out in Ghana to establish if there existed a relationship between the inspirational motivation behavior of school heads in students' performance in Public High schools in Ghana, Gyansah et al. (2020) used the aspects of building and sharing vision with subordinates, a demonstration of confidence to the followers, and commitment to organizational goals and team development. According to Chebnn et al. (2019), some of the attributes of transformational leaders with inspirational motivation behavior



are encouraging employees to pursue an organizational vision, working with workers as well as remaining focused on organizational goals despite the challenges that may arise.

More recently, Nyakawa (2021) did a study to explore the correlation between inspirational motivation and performance of State Corporations in Kenya. In this study, researchers used descriptive research design while primary data was collected using both structured and semi-structured questionnaires from 125 respondent's selected using random sampling method from 8 state corporations. Later, the data was subjected to the process of data analysis using SPSS version 24. The study's outcome pointed to the fact that, indeed, there existed a positive and statistically significant relationship between charismatic style of leadership associated with inspirational motivation and organizational performance. The implication of these findings is that, when leaders inspire and motivate their followers, this results in increased commitment and consequently, to organizational performance. The study was, however, conducted in a secular context as opposed to a Christian context.

Elsewhere, Murage (2021) carried out a mixed method research study to determine the impact that transformational leadership had on the performance of public universities in Kenya. Besides transformational leadership theory, other theories that underpinned the study were social exchange theory, leader member exchange theory, and goal setting theory, while the study employed survey research design to collect data from 90 respondents who included University Council members, Vice-Chancellors, and head of departments sampled from a target population of 30 Universities in Kenya. The results of this study showed that idealized influence and intellectual stimulation did not have any influence on the performance of Universities in Kenya. On the contrary, inspirational motivation and individualized consideration had a significant positive relationship with performance. From the findings of this study, there was therefore need for leaders in public universities to act as role models for students besides stimulating them to come up with new and creative ideas in their process of learning.

### **Methodology**

This study employed the use of descriptive research design with a pragmatic research philosophy (Creswell & Crewell, 2018). The study targeted 300 Evangelical churches in Nairobi County, Kenya that constituted 1200 church leaders. Nairobi County is host for majority of hence forming the best targeted representation. the participants in the study included Presiding Bishop or General Overseer, the General Secretary, the Senior Pastor and a Senior Deacon from each of the selected churches.

Saunders et al. (2012) suggested that a sample size of 10% of the population is good enough in most studies but recommends that due to non-response, a sample size can be increased up to a maximum of 30% of the target population. It is on the basis of this argument that 20% of the target population was sampled obtaining a total of 60 church organizations. In the 60 church organizations, there were 60 Presiding Bishops /General Overseers and 60 General Secretaries. Besides, there were 2 Senior Pastors and 2 Senior Deacons or elders conveniently sampled from each of the 60 church organizations, making a total of 360 leaders, as shown in Table 1.



*Table 1: Sampling Frame*

<b>Population Category</b>	<b>Sample Size</b>
Presiding Bishop/General Overseer	60
General Secretary	60
Senior Pastor	120
Senior Deacon	120
<b>TOTAL</b>	<b>360</b>

*Source: (Authors, 2024)*

The main tool that was used for data collection was a questionnaire guide that contained both structured and semi-structured questions. The structured questions were drawn on a five-point likert scale of Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5) to indicate the level of agreement with various statements. The semi-structured part of the questionnaire contained open-ended items for the purpose of capturing qualitative data.

Cronbach’s alpha coefficient was computed from the composite indices of all the dependent, moderating, and independent variables used in the research. Each variable was computed as the arithmetic mean obtained from all the responses under each objective. The Cronbach’s alpha reliability analysis showed that leadership succession planning had 0.916, transformational leadership had 0.901 and stability of Evangelical churches in Nairobi County, Kenya had 0.788. This indicates higher reliability as they are above 0.7 as recommended by Taber (2018).

In the data analysis phase, both descriptive and inferential statistical analysis were carried out. Descriptive analysis involved frequencies in their absolute and relative forms (percentage). Mean and standard deviations were used as measures of central tendency and dispersion respectively. Minimum, maximum values and quartile values were considered. For the qualitative data, content analysis was used. Responses to the “how” questions were put in thematic areas from which descriptive statistics was done using SPSS version 27. In order to be able to make inference from such responses, the study considered the various themes created together with the literature and developed arguments thereafter which were then used to make conclusions. The data was then presented in the form of tables, figures and bar charts.

In inferential statistics, correlation analysis and linear regression analysis was used to assess moderating effect of the transformational leadership on succession planning and Evangelical church stability. Using hypotheses testing, the regression model was tested on how well it fitted the data. The assumption for this study was that the data was normally distributed. The study used the graphical method (Histogram) and Jarque-Bera test for normality to ensure that residuals of regression models are normally distributed. This was to ensure that the variables used in the analysis were distributed normally. The statistical significance of each independent variable in the model was tested. The null hypothesis was rejected if the p value was 0.05 or less. The regression model employed was as follows:

$$y = a_0 + a_1x + a_2m + a_3xm + \varepsilon$$

Where:

y = Dependent variable (stability of Evangelical church)

a<sub>0</sub> = Constant term

x = Independent variable (succession planning)



- $m$  = Moderating variable (transformational leadership)
- $a_1$  = Coefficient of independent variable  $x$
- $a_2$  = Coefficient of moderating variable  $m$
- $a_3$  = Coefficient of combined variables  $m$  and  $x$
- $\varepsilon$  = Error term

**Results**

Out of the 360 questionnaires that were distributed to respondents, 300 were returned translating to 83.3 percent response rate.

*Descriptive Statistics*

Under this section, respondents were asked to indicate to what extent they agreed or disagreed with the statements presented to them on inspirational motivation based on a Five-Likert scale rating where; Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). Table 2 below show descriptive results for the combination of the five statements on inspirational motivation.

*Table 2: Inspirational Motivation*

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Church leaders are able to communicate high expectations to followers	300	1	5	3.97	0.886
Church leaders can motivate their followers to be committed to the shared vision of the organization	300	1	5	4.00	0.890
Church leaders use symbols and emotional appeals in order to focus	300	1	5	3.72	0.995
Church leaders are able to change the mindset of their followers	300	1	5	3.89	0.951
Church leaders shows confidence in their followers	300	1	5	3.96	0.914

The results presented in Table 2 above indicate that all the five statements presented to respondents on inspirational motivation had a relatively average mean of between 3.72 and 4.00. The highest mean (M=4.00) was recorded in the statement that “Church leaders can motivate their followers to be committed to the shared vision of the organization” while the lowest mean (M=3.72) was registered in the statement that “Church leaders use symbols and emotional appeals in order to focus”. These results could imply that church leaders of Evangelical churches in Nairobi County emphasized the importance of their followers aligning to their mission and vision. On the contrary, some of the leaders used less of symbols and emotional appeals to align their followers. These results are in line with a previous study by Raman et al. (2020) that showed that the aspects of setting a clear vision, articulating effective objectives, and stimulating employees improved their performance.

The highest standard deviation (SD=0.995) was recorded in the statement that “Church leaders use symbols and emotional appeals in order to focus” implying that the responses from the respondents were scattered away from the mean of 3.9; an indication of some of disagreement among the respondents. The lowest standard deviation (SD=0.886) was registered in the statement that “Church



leaders are able to communicate high expectations to followers”. This could indicate that the responses from the respondents who were involved in the study were clustered around the mean of 3.9; an indication of agreement among the respondents.

**Correlational Analysis**

Table 3 below presents results of the correlation analysis between leadership succession planning and transformational leadership (Inspirational Motivation) in Evangelical Churches in Nairobi County, Kenya.

*Table 3: Correlation between Leadership Succession Planning and Transformational Leadership*

Variable	Leadership Succession Planning	Transformational Leadership
Leadership Succession Planning	-	.598**
Transformational Leadership	.598**	-

\*\* . Correlation is significant at the 0.01 level (2-tailed)

The results presented in Table 3 indicated an existence of a strong, positive and significant correlation between leadership succession planning and transformational leadership of Evangelical Churches in Nairobi County, Kenya (r=0.598, p<0.01). This could imply that leadership succession planning increases in direct proportion to transformational leadership at the Evangelical Churches in Nairobi County, Kenya.

Table 4. below presented results of the correlation analysis between transformational leadership and church stability in Evangelical Churches in Nairobi County, Kenya.

*Table 4: Correlation between Transformational Leadership and Church Stability*

Variable	Transformational Leadership	Church stability
Transformational Leadership	-	.392**
Church stability	.392**	-

\*\* . Correlation is significant at the 0.01 level (2-tailed)

The results resented in Table 4 indicated an existence of a positive and significant correlation between transformational leadership and stability of Evangelical Churches in Nairobi County, Kenya (r=0.392, p<0.01). This could imply that transformational leadership increases in direct proportion to stability of the Evangelical Churches in Nairobi County, Kenya. The results in agreement with the findings of Gonnah and Ogollah (2016) that showed transformational leadership influenced the performance of employees.

**Multiple linear regression**

Multiple linear regression analysis was conducted using SPSS (Statistical Package for the Social Sciences) version 27 to determine the effect of the independent variable, (Succession Planning) on the dependent variable (stability of evangelical churches in Nairobi) and the moderating effect of transformational leadership on the association between the independent variable and dependent variable. The hypothesis of the study stated:



H<sub>01</sub>: The moderating effect of transformational leadership on succession planning in the stability of the Evangelical church in Nairobi, Kenya is not statistically significant. The results obtained are as given in Table 5 and Table 6 below.

Table 5: Model Summary

Model	R	R Square	MSE	F	df1	df2	P
2	.5798 <sup>a</sup>	.3361	.1523	49.9581	3	296.0000	.000

The model summary table shows that the second model explains 33.6% of the variance in the stability of church organizations as shown in by the R-Squared value of 0.3361. The model was significant (p<0.001). Table 6 below shows the effect of each predictor variable on the dependent variable.

Table 6: Coefficients<sup>a</sup>

	coeff	Std. Error	t	P	LLCI	ULCI
(Constant)	.0503	.0242	2.0738	0.0390	.0026	0.0980
2 SLP <sub>C</sub>	.1893	.0500	3.7897	0.0002	.0910	0.2876
IM <sub>C</sub>	.1729	.0536	3.2245	0.0014	.0674	0.2785
Int <sub>1</sub>	-.2295	.0366	-6.2693	0.0000	-.3015	-.1574

a. Dependent Variable: CS\_C

b. Int<sub>1</sub> SLP<sub>2</sub> TL<sub>C</sub>

These are interaction terms between succession planning (SLP) and transformational leadership (TL<sub>C</sub>). To differentiate with other variables and indicate that they are all centered from the mean.

From Table 6, the following regression equation can be derived:

$$y = 0.0503 + 0.1893SP_C + 0.1729IM_C - 0.2295Int_1 \dots\dots\dots(1)$$

Equation (1) and Table 6 above shows that both succession planning (b<sub>1</sub>=0.1893, s.e.=0.0500, p=0.0002) and transformational leadership (b<sub>2</sub>=0.1729, s.e.=0.0536, p=0.0014) were statistically significant at α =0.05 level (p values less than 0.05) as predictors of church stability in Nairobi Kenya. From the equation (1), every unit increase in succession planning (SP<sub>C</sub>) increases the stability of the church by 0.1893 units, while inspirational motivation (IM<sub>C</sub>) and the interaction effect (Int<sub>1</sub>) are held at zero. In addition, every unit increase in inspirational motivation increases the stability of the church by 0.1729 units, while succession planning and the interaction effect are held at zero. Each of the two b-values are positive indicating that both succession planning and inspirational motivation individually positively influences the church stability. The interaction term combining the two variables (succession planning and inspirational motivation) also was significant (b<sub>3</sub> = -0.2295, s.e. = 0.0366, p<0.001). This implies that the moderating effect of inspirational motivation on the relationship between succession planning and church stability is statistically significant. The interaction effect however, is antagonistic (indicated by the negative b-value). This implies that the relationship between succession planning and church stability depends on the level of inspirational motivation. This therefore means that as inspirational motivation increases, the effect of succession planning on church stability decreases.

**Conclusion**

Through inspirational motivation, transformational leaders take on a style of leadership inspiring positive behavior changes in their followers and within the organization as a whole. Such leaders are





equally visionary, great mentors with a source of inspiration through which they create an autonomous culture among the congregants. In so doing, such leaders will inspire a congregation that is focused to the vision and success of the organizations or churches thus promoting stability. While the definitions and theories about leadership are numerous, this paper has focused on the aspect of inspirational motivation a component of transformational leadership explained in different perspectives of church leadership. Specific personality traits, behaviors, and attitudes are vital to church growth and stability.

The study examined inspirational motivation in Evangelical church organizations in Nairobi County, revealing that church leaders effectively motivate their followers to commit to the shared vision of the organization. This was indicated by the highest mean score for the statement "Church leaders can motivate their followers to be committed to the shared vision of the organization." However, there was room for improvement in the use of symbols and emotional appeals to focus followers, as evidenced by the lowest mean score for the statement "Church leaders use symbols and emotional appeals to focus."

Generally, the study suggests that while leaders in Evangelical churches in Nairobi County are effective in motivating their followers to align with the organization's vision, there is a need for improvement in utilizing symbols and emotional appeals to enhance their motivational influence further. Transformational leadership, characterized by, inspirational motivation, plays a pivotal role in shaping the stability and effectiveness of these organizations.

This study recommends church organizations to implement and align effective succession planning practices with transformational leadership principles, to ensure organizational continuity and sustainability. This includes providing training and support for current and emerging leaders in both succession planning and transformational leadership practices.

### References

- Abubakar, A., & Ahmed, S. (2017). Effect of transformational leadership style on the performance of Universities in Nigeria. *Pakistan Journal of Educational Research and Evaluation (PJERE)*, 2(1), 59-76.
- Al Basyir, L. M., Mudhakomala, R., & Handaru, A. W. (2020). Transformational leadership, organizational communication and job involvement toward withdrawal behavior. *Management Science Letters*, 10, 1623-1632.
- Ayacko, G. O. M., K' Aol, G., & IINGE, T. (2017). The influence of intellectual stimulation of judicial officers on the performance of judicial staff in Kenya. *American Journal of Leadership and Governance* 1(1), 41-81.
- Barak, M. E. M. (2017). *Managing diversity: Toward a globally inclusive workplace* (4<sup>th</sup> ed.). Sage Publication.
- Barine, K., & Minja, D. (2014). *Transformational corporate leadership*. Integrity Publishing.
- Bryman, A. (2016). *Social research methods. (International Edition)*: Oxford University Press
- Chebon, S. K., Aruasa, W. K., & Chirchir, L.K. (2019). Effect of inspirational motivation and idealized influence on employee performance at Moi Teaching and Referral Hospital, Eldoret, Kenya. *International Journal of Business and Social Science*, 10(7), 131-140.
- Edirisooriya, W. A. (2020). The impact of transformational leadership on talent retention. With special reference to information communication technology industry in Sri Lanka. *Journal of Management Studies*, 2(1), 120-136.



- Ganta, V. C. & Manukonda, J. K. (2014). Leadership during change and uncertainty in organizations. *International Journal of Organizational Behaviour & Management Perspectives*, 3(3), 1183.
- Gathumbi, C.W. (2020). *The moderating role of transformational leadership on the relationship between organizational justice and employee commitment in National Hospital Insurance Fund in Nairobi City County, Kenya*. Master of Business Administration, University of Nairobi.
- Gonnah, B. J., & Ogollah, K. (2016). Effect of transformational leadership on performance of transformational banks in Kenya: A case of Family Bank in Kenya. *International Academic Journal of Innovation, Leadership and Entrepreneurship*, 2(1), 1-25.
- Gyansah, S., Ogola, M., & Quantai, H. (2020). Effect of school heads' inspirational motivation leadership practices on students' academic achievement in public high schools in Kumasi Metropolitan, Ghana. *Journal of Education and Practice*, 11(14), 76-86.
- Karanja, J. (2008). *Evangelical attitudes toward democracy in Kenya: Evangelical Christianity and democracy in Africa*. University Press Scholarship Online.
- Kehinde, O., & Banjo, H. (2014). A Test of the Impact of Leadership Styles on Employee Performance: A Study of Department of Petroleum Resources. *International Journal of Management Science*, 2(3), 149-160.
- Khan, I. U., Khan, S., Rehan, H., & Khan, H. (2020). Impacts of intellectual simulation on employees' innovative behaviors: The mediating role of contingent rewards. *International Transaction Journal of Engineering, Management, and Applied Sciences and Technologies*. 11(12), 1-13.
- Korejan, M., & Shabahzi, H. (2016). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Sciences*, 8(3S), 452-461.
- Kothari, C. (2014). *Research methodology: methods & techniques* (2<sup>nd</sup> ed.). New age International
- Lai, F., Tang, H., Lu, S., & Lee, Y. (2020). *Transformational leadership and job performance: The mediating role of work engagement*. Sage Open, 1-11.
- Leedy, P. D., & Ormrod, J. E. (2014). *Practical research planning and design*: Pearson New International Edition (10<sup>th</sup> ed). Pearson Education.
- Lin, H., Qu, T., Li, L., & Tian, Y. (2019). The paradox of stability and change. A case study. *Chinese Management Studies*, 14(1), 185-213.
- Mbithi, A. M., & K'Obonyo, P. O. (2016). Transformational leadership, employee outcomes, and performance of universities in Kenya. *DBA African Management Review*, 6(2), 1-20.
- Murage, S. W. (2021). Transformational leadership on the performance of public universities in Kenya. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 6(2), 160-168.
- Northouse, P. G. (2019). *Leadership: Theory and practice* (8<sup>th</sup>. Ed.). Sage Publication.
- Northouse, P. G. (2013). *Leadership: Theory and practice* (6<sup>th</sup>. Ed.). London, Sage Publishing.
- Nyakawa, J. O. (2021). Effect of inspirational motivation on the performance of State Corporations in Kenya. *Journal of Economics, Commerce, and Management*, 9(2), 233-245.
- Pham, H. T., Pham, T., Quang, H. T., & Dang, C. N. (2022). Transformational leadership on green learning and green innovation in construction supply chains. *Engineering, Construction, and Architectural Management*.
- Phaneuf, J. E., Boudrias, J. S., Rousseau, V., & Brunelle, E. (2016). Personality and transformational leadership. The moderating effect of organizational context. *Personality and Individual Differences*, 102(1), 30-35.
- Raman, G., Peng, N. L., & Chen, I. (2020). Mediating effect of idealized influence between relationship emotional intelligence and intention to perform. Conceptual study. *Asian Social Science*, 16(10), 69-84.



- Steinmann, B., Klug, H.J.P., Maier, G.W. (2018). The path is the goal: how transformational leaders enhance followers' job attitudes and proactive behavior. *Front Psychol.* 9:2338. doi: 10.3389/fpsyg.2018.02338. PMID: 30555375.
- Sutanto, H., Utami, Y., & Diantoro, A. K. (2021). The effect idealized influence, inspirational motivation, intellectual stimulation, and individual consideration on HR performance. *RSF Conference Series: Business, Management, and Social Sciences*, 1(3), 100-109.
- Taber, K.S. The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Res Sci Educ* 48, 1273–1296 (2018). <https://doi.org/10.1007/s11165-016-9602-2>
- Western, S. (2013). *Leadership: A critical text* (2<sup>nd</sup> ed.). Sage Publication.
- Yukl, G. (2013). *Leadership in organizations* (8<sup>th</sup> ed.). Pearson Publishing.