

Journal of Human Resource and Leadership (JHRL)

**How Organization Structure Moderates the Influence of
Individualized Consideration of Judicial Officers on the
Performance of Judicial Staff in Kenya**

**George Ochilo Mbogo Ayacko, Prof. George K'Aol and Prof. Teresia
Kavoo Linge**



How Organization Structure Moderates the Influence of Individualized Consideration of Judicial Officers on the Performance of Judicial Staff in Kenya

George Ochilo Mbogo Ayacko

Doctor of Business Administration (DBA) Scholar
United States International University-Africa
P.O.Box 14634-00100 Nairobi, KENYA
Email: ochilog@gmail.com +254727535888

Prof. George K'Aol

Professor of Leadership
United States International University-Africa
P.O.Box 14634-00800 Nairobi, KENYA
Email: gkaol@usiu.ac.ke +254721958615

Prof. Teresia Kavoo Linge

Associate Professor of Management
United States International University-Africa
P. O. Box 14634-00800 Nairobi, KENYA
Email: tlinge@usiu.ac.ke +254725933025

ABSTRACT

Purpose: Performance in any setting is always a function of a number of contributing factors. Important to note, is that the responsibility of achieving the expected outcome in an organization lies with the leadership. While leadership has the prerogative to ensure organization goals are achieved, there are a number of intervening variables that may sway its performance. One such variable that this study was based on is organization structure. Transformational style of leadership exhibits several attributes such as individualized consideration, and it is associated with the overall success of organizations. This study set out to investigate how organization structure moderates the influence of individualized consideration of judicial officers on the performance of judicial staff in Kenya.

Methodology: Descriptive correlational research design was used in the study to find out the degree, direction and the significance of influence of individualized consideration on the performance of judicial staff. The target population of the study consisted of 770 judicial staff in the Kenyan Judiciary. The study used stratified random sampling technique to select 385 judicial staff from High Courts and Magistrate Courts in Nairobi County. Bivariate correlations were used to establish the relationship between the study variables, while ANOVA was used to examine variability. Besides, the strength of association between the variables was determined using Chi-square tests, while the predictability of variables was analyzed through regression analysis.

Findings: The study found that individualized consideration of judicial officers significantly influenced the performance of judicial staff, both with and without the moderation of organization structure, $\beta = .821, p < .05$; $\beta = .828, p < .05$.

Policy recommendation: The study recommends that to improve the performance of judicial staff, judicial officers need to develop their competence at their place of work, appreciate each judicial staff as individuals rather than as a group, and to ensure fair workload distribution. The study established that indeed, organization structure positively and significantly, moderates the influence of individualized consideration of judicial officers on the performance of judicial staff in Kenya.

Key Words: *Performance, individualized consideration, leadership, transformational leadership, organization structure.*

1.0 BACKGROUND

The world of work and business is quite competitive, and as such, efficient achievement of goals and objectives is directly linked to how well its leadership consistently performs, and the style of leadership deployed (Ojokuku, Odetayo & Sajuyigbe, 2012). Thus, leadership is the capability to persuade and inspire people so that they contribute towards effectiveness and success of the organization (Yukl & Van, 2015). This can, and will always be effective with the establishment and existence of supportive organizational structures. Organization structure is the arrangement that articulate the interplay between leadership, functional relationships, business competence, and talent. It is the reason for arranging various levels, and traverses of obligation, parts and positions, and a number of vital components are associated with effective organizational structures (Nahm, 2013). These arrangements have a lot to do with how leaders who are transformational influence the performance of their staff. Transformational leaders' exhibit leadership through different strands of influence, and individual consideration is one of the components. Individualized consideration, according to Bass and Riggio (2006) is the personalised attention a transformational leader extends the followers; in which case, he plays both coaching and mentoring roles. Leadership attributes that are associated with leaders who exhibit individualized consideration include but not limited to proper delegation, work place diversity management and acceptable working conditions.

Various leadership styles and their influence on organizational success have been advanced and studied. One such style is the transformational leadership style (Nanjundeswaraswamy & Swamy, 2014). Styles, or style of leadership could be viewed from different perspectives. For example, this study considered style of leadership as the peculiar application of certain attributes by an individual within any domain of influence, moderated by other intervening factors such as organization structure. For this study, the domain where judicial officers exercised transformational style of leadership was the judicial service (Fenwick & Gayle, 2014). Fenwick and Gayle put forth a caution to those exercising leadership authorities through various styles, by asserting that, their sustained effectiveness will largely hinge on other contributing factors, such as people culture, structures of the organization and varying institutional contexts.

Transformational leadership style hugely affects the performance of an organization by influencing the behaviour of subordinates to optimize their performance and outcomes (Yukl & Van, 2015). Individualized consideration, which is a key component of transformational

leadership style greatly contributes to how subordinates perform at the place of work. But what is individualized consideration really? According to Conger (2014), individualized consideration is the level to which the leader responds to each person's needs within the context of a transformation process initiative. Individualised consideration entails offering empathy and support, keeping communication with followers, encouraging respect, and celebrating the individual contributions of followers (Bass & Avolio, 2006).

Transformational leaders are more interested in how their follows progress and develop. They do this by being mentors and coaches. From Bass and Avolio's argument, Kirkbride (2006) extends their view by asserting that individualised consideration is at the core of transformational style of leadership. He says this because, in life there exists nothing as influential as taking care of the needs of an individual first, before your own as a leader. It's like psychological loyalty buying of a person by another, whether s/he is acting on a leadership front, or not (Sarros, Cooper & Santora, 2012). Shadraconis (2013) explained that individualised consideration provides leaders with the opportunity to interact with employees in a more meaningful manner. Personalised communication and mutual communication can be an asset for the organization of a leader who practices such. However, even with its much-admired organization-wide gains (Koys, 2014), the leader(s) will always be influenced by the nature of the structure of their organizations (Bushra *et al.*, 2011).

The Kenyan Judiciary is not left out from the challenges that face organizations and government institutions around the world from time to time. Indeed, the Kenyan Judiciary is encumbered by myriad challenges that stem from leadership and management (Judiciary 2015a; Judiciary, 2015b). The need to focus on leadership of such key institutions like the Judiciary is because, leadership bears the primary responsibility for the fruitful and sustainable transformation of the judicial system at all levels and in all capacities of the courts (Kong'a, 2014). While there have been various transformational initiatives in Kenya across different public organs, it can be reliably said that judicial reforms in Kenya began from 1992 with the implementation of Performance Appraisal System (PAS) (ILAC, 2010).

Public organizations in Kenya face a crisis of performance associated with poor leadership (Mutunga, 2011). The Judiciary, as a branch of the public sector, has been characterised by the backlog of cases, delays, and little public confidence (Abdullah, 2011). In Kenya, similar to other developing countries around the world, have experienced increased calls to tackle the perennial poor quality of service delivery, customer satisfaction, and overall performance of public sector organizations (McAlester, 2014). However, a high-level performance outcome demands a fundamental paradigm shift in leadership style. It is leadership style of the person in charge of an organization or unit that motivates a subordinate to perform his or her task better.

1.1 Problem Statement

In bureaucracies (like the Judiciary), the organizational structure may pose a challenge to the relationship between leadership and followers in the institution. This can be caused by the absence of clarity in the reporting structures as the administrative staff work for the magistrates but report to the office of the chief registrar. Since an organizational structure is an indispensable means for directing the activities of an organization, a wrong structure would adversely hamper productivity. Thus, an organization structure should be created after a careful and comprehensive analysis of the needs of the proposed organization (JTF Report 2012-2016). The prevailing evidence from the literature is that knowledge and policy gaps exist in understanding how

organization structure moderates the influence of individualized consideration of judicial officers on the performance of judicial staff.

In Kenya, the judiciary has faced numerous challenges associated with leadership since the colonial times (Judiciary, 2015b). The key ones include chronic under-capacity in leadership and office space. Lack of mentorship, excessive centralization, ethnicity, absence of consultation, privatization, and personalization of leadership spaces have been witnessed. Similarly observed are poor attitudes, ethics, discrimination, ethnicity and unprofessionalism in the management of the courts (Shayna, 2013 & Judiciary, 2015a). Various researches on the transformation of the Judiciary have offered myriad of solutions to this problem such as strategic plans, annual work plans, performance management, performance appraisal (Judiciary, 2015a). However, these proposed solutions have not resulted into reasonable expected performance outcome. At the same time, none of the proposed solutions has attempted to underscore the influence of individualized consideration (as a key component of transformational style of leadership) of judicial officers to improve judicial performance (Sihanya, 2013). It is such realities that motivated the undertaking of this study. Thus, in this study, the measurement parameters that operationalized individualized consideration included delegation, workplace diversity and acceptable working conditions. The data collected was analyzed in two levels. The first was to find out the influence of individualized consideration of judicial officers under normal circumstances, i.e, no moderating factors. While the second level, was to establish the predictability of the measurement parameters when organization structure was included as a moderating variable.

1.2 Purpose of the Study

To find out how organization structure moderates the influence of individualized consideration of judicial officers on the performance of judicial staff in Kenya.

1.3 Research Questions

- i. How does individualised consideration of judicial officers influence the performance of judicial staff in Kenya?
- ii. How does organizational structure moderate the influence of individualized consideration of judicial officers on the performance of judicial staff in Kenya?

1.4 Research Hypothesis

- i. H₀₁: There is no significant influence of individualised consideration on the performance of judicial staff
- ii. H₀₂: There is no significant moderating influence of organization structure on the influence of individualized consideration of judicial officers on the performance of judicial staff in Kenya.

2.0 REVIEW OF RELATED LITERATURE

One of the key ways on how transformational leaders work is that they deal with their team members as individuals who have specific needs and diverse knowledge. This attribute makes them to be good at maximizing the benefits that accrue from workplace diversity. On the same note, when it comes to recognition, they consider people on a case by case basis. Thus, they are

known for establishing organizations that are keen on continued growth through harnessing the power of uniqueness of people within task-oriented contexts. This is realized, argues Babbington (2015), when a culture that creates opportunities for learning is entrenched, yet, without forgetting the reality that there will always be differences arising from individuals' behaviours. Transformational leaders who exhibit individualized consideration, also strive to ensure that the working conditions in an organization are acceptable to the majority if not all. They strive for acceptable working conditions because they are aware that challenging work, absence of wellbeing, multifaceted nature of monotony and lack of self-governance in the occupation, make it difficult for workers to accept working conditions (Ornels & Kleiner, 2013). In other words, the extent to which individualized consideration of transformational leaders can influence the performance of their subordinates is in part moderated by other intervening variables.

A factor or variable that has a moderating effect usually exhibits the tendency to sway the outcome associated with an exercise, or phenomenon (Saunders, 2011). The influence of individualized consideration of transformational leaders is also subject to moderating factors such as organization structure. Organization structure can be looked at as the objective formalization of the order of managing operations in a corporate entity (Burns & Stalker, 1961). Burns and Stalker explained that various organizations may adopt and restructure their formalised way of operations from time to time. This, they say, often is aligned with what their mission and broad objectives state (Howell & Frost, 2013).

Regarding organizational structures, Bushra *et al.*, (2011) characterized hierarchical structure as "the system of connections and parts existing all through the association." The essential hierarchical attributes that have been researched by various scholars, have largely dealt with methodology, execution and consistency in yielding intended outcomes (Huse, 2012). Even though the world of work is quite fluid, and that organizations will restructure as need arises, consistency in outcome delivery from the structure adopted must be enhanced. Thus, its agreeable that organization structure refers to the framework in which the functions of the company are coordinated. An essential function of the structure is to focus members' attention on what needs to be done by defining their work and who they should be working with (Babbington, 2015).

The need for organizational structure, that can facilitate the optimum output from the individualized consideration of transformational leaders, cannot be overemphasized. Why is this important? Its because, the leader exhibiting individualized consideration will always be responding to the unique needs of subordinates as s/he tries to involve everyone in transformation process tasks. Here the leader, coaches and mentors the followers to bring out the best in them (Bass & Riggio, 2006). Such actions from the transformational leader are only sustainable in supportive organizational structures. Thus, in this article, literature is reviewed on the various attributes associated with a transformational leader exhibiting individualized consideration. While the most critical components of the organization structure that can sway the outcome of the influence of individualized consideration of transformational leaders have been defined and explained (Zheng, Yang & Mclean, 2010). This study considered reporting structures, job autonomy and rules and regulations, as the three critical components of organization structure's tendency to sway the influence of leadership outcomes.

Literature on the measurement parameters of the influence of individualized consideration was reviewed as follows:

2.1 Delegation

Delegation is the tasking of one or more important errands or obligations, either operational or administrative in nature, to subordinates (Conger, 2014). Delegation gives the followers adequate space to exercise leadership authority within their domains of influence (Zheng, Yang & Mclean, 2010). Kombo, Obonyo and Oloko (2013) focused on the influence of delegation on employee performance with teamwork, employee commitment and participation, employee satisfaction as elements of delegation whose objective was to find out whether delegation impacts employee performance. The study established that effective delegation in organizations improves employee performance and organizational performance at large. Sentuya (2013) empirically investigated how the level of authority delegation is related to the performance of an organization, and found similar results.

The impact of power delegation is contemplated in utilizing both material and human resources. Research studies have also gauged the impact of authority delegation on effective execution of strategies. The results of such study, especially in the banking sector have resulted into better management practices among commercial banks (Bushra, *et al.*, 2011). Applications of such findings have been found to generate reasonable return on investments in sectors such as services, manufacturing and retail. Jamal's (2015) study aimed at identifying the impact of delegation on efficiency, effectiveness, and empowerment. The findings of his study have demonstrated that there is a statically critical need for the appropriation of power delegation for productivity, and strengthening of workers' ability to flawlessly execute plans. The study suggested on the need to have regulations and policies that govern appropriate delegation of power. Additionally, increment in the level of delegation without losing the final goal is an imperative for the leadership. Besides, enhancing managerial capability to delegate authority in a way that empowers workers, and generates personal fulfilment is a good indicator for organizational progress. This practice will enhance proper utilization of time as a resource, as well as offer prompt response to customer needs and demands.

2.2 Work Place Diversity

Evidently, with the changes in global markets, workforce demographics are also shifting in tandem, bringing in a mix of various qualities at the place of work. Diverse qualities are any measurement that can be utilized to harness the power of uniqueness among individuals. These measurements can be obvious or undetectable. The presence of working environment with diverse qualities shows that the workplace is heterogeneous as far as sex, race, and ethnicity, in which representatives have components and qualities, varying from each other (Kyalo, 2015). Munjuri (2012) study the influence of workforce diversity management on the performance of employees within Kenya's banking sector. The study uncovered that the Bank had methodologies, for example, adjusted enrolment, support to minority bunches, differing qualities preparing and parallel livelihood openings. Other than a representative's level of training and execution capacity, there was no other workforce differing qualities variable that decided a worker's remuneration. Workforce assorted qualities were found to influence representative execution at different degrees considering both administrators and non-administrative representatives of the Bank. The Chiefs enlisted a more noteworthy effect while the effect was less among the non-administrative workers.

Kyalo (2015) inspected the impact of work assorted qualities on worker performance in the banking business in Kenya. The concentrate additionally tried to decide the impact of training

assorted qualities, ethnic differing qualities, sexual orientation differences, and age differing qualities on representative performance in the banking business in Kenya. An elucidating research outline was utilized as a part of this exploration. The study target populace was all the centre level chiefs working at the home office of all the 43 business banks in Kenya. This study utilized stratified irregular testing to choose 30% of the business banks. The specimen size of this study was therefore 221 centre level supervisors. Semi-organized surveys were utilized as a part of the research study to gather essential information. Quantitative information in the organized polls was inspected by utilization of SPSS. Illustrative insights including frequencies, rates, mean and standard deviation were utilized to examine quantitative information. The information was then spoken to in tables and charts. The content investigation was utilized as a part of the examination of subjective information. Also, connection and relapse examination were utilized to set up whether there is a relationship between the ward and the autonomous factors.

The study set up that sexual orientation differences were affecting representative performance in the banking business most, trailed by training assorted qualities and ethnic differing qualities. In any case, the relationship between age differing qualities and representative performance was irrelevant. The concentrate, therefore, prescribes that working environment assorted qualities administration practices ought to be produced unite the work experience of the old and the innovative capacities of the youthful to enhance representative performance (Buckingham, 2012). Gupta (2013) considered late writing the expanding impact of the assorted workforce qualities and its association with hierarchical performance. The study finds that distinctive part of differences has a diverse association with performance. General workforce differing qualities improves better basic leadership, higher innovativeness, advancement, a more noteworthy accomplishment in displaying, better dissemination of financial open door and the upper hand. Additionally, Meyerson and Dewettinck (2012) uncovered that senior administration responsibility, require an appraisal, better methodology, effective correspondence, group building and assessment go about as go-betweens between workforce assorted qualities and performance. The study might be helpful for the associations having assorted workforce by overseeing them adequately for the accomplishment of authoritative objectives.

Badreya (2011) examined the advantages, and difficulties associations confront in the assorted working environments of the United Arab Emirates. The study utilized a multi-strategy approach joining study information from 450 overviews of foreign laborers with subjective information from meetings with local authorities of associations. It is an endeavor to think about the perspectives of UAE work environment encounter from two distinct gatherings—non-local laborers and local authorities. The examination found a by and great large view toward working environment differing qualities from the viewpoint of overviewed representatives. Notwithstanding, when gotten some information about organization strategy, a critical section of respondents communicated reservations about their manager's capacity to execute effective intercultural correspondence and assorted qualities rehearse.

2.3 Acceptable Working Conditions

Challenging work, absence of wellbeing, multifaceted nature of monotony and lack of self-governance in the occupation, make it difficult for workers to accept working conditions (Ornels & Kleiner, 2013). Loo, Salmiah and Nor (2015) assessed the impacts of occupational stress on the performance of workers in the manufacturing sector in Malaysia. The study findings revealed that occupational stress affects the performance of workers by reducing efficiency and

productivity. It was recommended that employers engage their staff to identify sources of work-related stress. This study differs from the current study as it was carried out in Malaysia while the current study will be carried out in Kenya. The study did not focus on the performance of judges and magistrates but rather on the performance of employees in the manufacturing sector presenting a contextual gap.

Khosa, Tiriyo, Ritacco, Guillermina and Lowies (2014) assessed the impact of stress and burnout on the performance of registered nurses in the primary healthcare facilities in South Africa. A review of the writing on medical caretakers uncovers that even though a lot of research has been done identifying with work related stretch and burnout, little has been composed about the effect of push and burnout on the performance of attendants in a rustic setting in South Africa. In doing the study, an arbitrary example procedure was utilized to choose 50 enrolled medical caretakers from 38 essential human services offices. A quantitative, explorative, clear and correlational research outline was utilized in this study to accumulate information about the effect of word related stretch and burnout on the performance of enrolled medical attendants. After social occasion, significant information, an elucidating and connection investigation was directed to decide the relationship amongst push and performance, and burnout and performance. The discoveries of the study uncovered that employment push and burnout don't affect enrolled medical attendants work performance. The findings of this research differ from those established in the literature and other studies on occupational stress management. The study also differs from the current study as it was carried out in South Africa's nursing sector (Khosa *et al.*, 2014).

Alizera, Ali, Jafar and Sona (2012) explored word related stretch among data innovation (IT) experts intending to quantify the level of word related push and concentrating on the relationship between word related push level of IT experts and sexual orientation, age, work experience and stretch administration courses. Khan (2010) examined the impact of employment weight on occupation execution. The area of the study is District Abbottabad, and the entire populace of house officers was focused on which were available around then were 55. The information acquired through survey was investigated utilizing the factual techniques including distinct insights, Spearman's connection, and numerous relapse. The examination demonstrated solid support for the theory that there is an opposite relationship between employment stretch and occupation execution showing that there is high employment push in the house officers, bringing about low employment execution.

Perspectives and explanation of the critical components of organization structure as a moderating variable was made as follows:

2.4 Reporting Structures

Research done in Malaysia showed that the nature of the reporting structure of an organization is statistically significant in explaining not only the financial performance, but also the performance of the organization in general (Mustapa *et al.*, 2014). The outcomes of their research showed that companies in Malaysia needed to consider the transformation of their reporting structures into extraordinary organizational resources to gain competitive advantage. In this research, Mustapa *et al.* argued that reporting structures in organizations have significant moderation effects on the performance of Malaysian listed companies. Such reporting structures, they say, can be utilized to create value and wealth for the company to sustain competitive advantage.

2.5 Autonomy

Various scholars have pointed out that job autonomy is not only a motivation to employees, but also a tool for exercising power within their respective domains (Gellatly & Irving, 2001). Autonomy at the work place will always lead to good performance outcomes both at individual and organizational levels (Langfred & Moye, 2004). Various studies have alluded to the fact that autonomy among employees has an influence, or a contribution on the satisfaction of employees in their jobs (Thompson & Prottas, 2015). The reason being that when an employee feels that they have the power to make certain fundamental decisions associated with their work, they find it less challenging to cope with shortcomings at the workplace (Elsass & Veiga, 2007). This has also been adequately supported by empirical studies, asserts Thompson and Prottas, and Kauffeld (2006).

2.6 Rules and Regulations

Rules have been in existence from time immemorial. According to Yakubu (2012), rules and regulations are designed in organizations to ensure a uniform and controlled standard of directing functions, and managing worker's affairs. The rules and regulations are laid down to stipulate how every member of the society or class or group is expected to conduct himself. It is unwritten when the rules and the principles are conventionally or customarily embedded into the practice of the people and have received the force of law. To ensure that organizations are moving in the right direction in accordance with laid down goals and objectives, rules and regulations are established to ensure reasonable predictability of employee behaviour beyond that provided by groups norms so that the organization can function without undue disturbance and to protect employees from extraneous circumstances (French, 2011).

3.0 METHODOLOGY OF THE STUDY

Descriptive correlational research design was used in the study to find out the degree, direction and the significance of influence of individual measurement parameters of organization structure on the performance of judicial staff. The target population of the study consisted of 770 judicial staff in the Kenyan Judiciary. The study used stratified random sampling technique to select 385 judicial staff from High Courts and Magistrate Courts in Nairobi County. The research instrument for collecting data was a structured questionnaire. Out of the total sample respondents, 312 returned dully-filled questionnaire representing response rate of 81%. Bivariate correlations were used to establish the relationship between the study variables, while ANOVA was used to examine variability. Besides, the strength of association between the variables was determined using Chi-square tests, while the predictability of variables was analyzed through regression analysis. SPSS was used to analyze the data, and results presented in tables.

4.0 THE STUDY FINDINGS

The study analyzed data in two levels. First, the influence of individualized consideration of judicial officers on the performance of judicial staff, then, the influence of individualized consideration of judicial officers on the performance of judicial staff, when organization structure is factored in as a moderating variable.

4.1 Mean and Standard Deviation for Individualised Consideration

The findings (table 1) revealed minimal variation on judicial staff's opinion concerning how individualised consideration of judicial officers influenced their performance. By comparing other measurement parameters of individualised consideration, only judicial officer appreciating each staff as an individual rather than a group had a slightly higher variation (M-3.76, SD-0.522).

Table 1: Mean and Standard Deviation for Individualized Consideration

Individualised Consideration	Mean	Standard Deviation	N
The judicial officer helps me develop competence at my place of work	2.86	0.214	311
The judicial officer appreciates each of us as individuals rather than a group.	3.76	0.522	312
The judicial officer ensures fair workload distribution among all Judicial staff.	2.96	0.253	312
I perform my work effectively because the judicial officer helps me in developing my competence	2.69	0.313	312
I put extra effort in my work because the judicial officer appreciates my individual effort.	2.87	0.411	310
I am satisfied with my job, because the judicial officer ensures equitable allocation of work to each judicial staff.	2.57	0.187	312

4.2 Correlation between Individualized Consideration and Performance of Judicial Staff

The results of correlation analysis between individualised consideration and the performance of judicial staff indicated that these variables were positively correlated. The results for Pearson Correlation test (table 2) showed that there was a positive correlation between judicial officer's ability to help judicial staff to develop competence at their place of work on their performance, $r(312) = 0.680, p < .05$. There was a positive correlation between the judicial officer's ability to appreciate each judicial staff as individuals (rather than as a group) and the performance of judicial staff, $r(312) = 0.630, p < .05$. In addition, the results revealed that there was a positive correlation between judicial officer's ability to ensure fair workload distribution among all judicial staff and performance of judicial staff, $r(312) = 0.724, p < .05$. These results are presented in table 2.

Table 2: Correlation Analysis between Individualized Consideration and Performance of Judicial Staff

Individualized consideration	Performance of Judicial Staff	
The judicial officer helps me develop competence at my place of work.	Pearson Correlation	0.68
	Sig. (2-tailed)	0.000*
	N	312
The judicial officer appreciates each of us as individuals rather than a group.	Pearson Correlation	0.63
	Sig. (2-tailed)	0.000*
	N	312
The judicial officer ensures fair workload distribution among all judicial staff.	Pearson Correlation	0.724
	Sig. (2-tailed)	0.000*
	N	312

*Correlation is significant at the p<.05 level (2-tailed)

4.3 Chi-Square Test on the Association between Individualized Consideration and Performance of Judicial Staff

Chi-square test was used to test the strength of association between individualised consideration and performance of judicial staff. The results for chi-square test (table 3) showed that there was a strong association between judicial officer's ability to help them develop competence at their place of work and performance of judicial staff, $\chi^2(16, N=312) = 236.326, p<0.05$. There was a strong association between judicial officer's tendency to appreciate judicial staff as individuals rather than as a group and the performance of judicial staff, $\chi^2(16, N=312) = 221.827; p<0.05$. From table 3, it was observed that there was a strong association between judicial officer's ability to ensure fair workload distribution among all judicial staff and performance of judicial staff, $\chi^2(16, N=312) = 442.526, p<0.05$.

Table 3: Chi-square Association Between Individualized Consideration and Performance of Judicial Staff

	Performance of judicial staff	
The judicial officer helps me develop competence at my place of work.	Pearson Chi-Square	236.326
	Sig. (2-tailed)	0.000*
	df	16
The judicial officer appreciates each of us as individuals rather than a group.	Pearson Chi-Square	221.827
	Sig. (2-tailed)	0.000*
	N	16
The judicial officer ensures fair workload distribution among all judicial staff.	Pearson Chi-Square	442.526
	Sig. (2-tailed)	0.000*
	N	312

*p<.05 level (2-tailed)

4.4 ANOVA for Individualised Consideration

The study carried out Analysis of Variance (ANOVA) to determine if there was a statistically significant relationship between individualised consideration of judicial officers on the performance of judicial staff. From the table 4, the data series did fit well in the regression model given that TSS= 344.478 and $\sigma^2 = 0.537$. Since $F(1,311) = 641.285$, $p < 0.05$, the study rejected the null hypothesis (H_{01}) at this point. Thus, the implication was that there was significant relationship between individualised consideration of judicial officers and the performance of judicial staff, with a perfect regression model fit.

Table 4: Analysis of Variance for Individualized Consideration

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	344.478	1	344.478	641.285	.000*
Residual	166.522	310	.537		
Total	511.000	311			

a. Dependent Variable: Performance of judicial staff

b. Predictors: (Constant), Individualised consideration; * $p < .05$

4.5 Testing of the Moderating Effect of Organization Structure on the Influence of Individualized Consideration on Performance of Judicial Staff

This test was carried out through regression analysis. Regression analysis is a quantitative research method used in circumstances, which entails modelling and analyzing several variables. Its application in this study was meant to conclusively answer the research question, as well as test the hypothesis. Hypothesis testing was the process that was used in evaluating the research questions: (i) How does individualised consideration of judicial officers influence the performance of judicial staff in Kenya? (ii) How does organizational structure moderate the influence of individualized consideration of judicial officers on the performance of judicial staff in Kenya? Regression analysis was done to test the hypotheses H_{01} : that there was no significant influence of individualised consideration of judicial officers on the performance of judicial staff in Kenya; and H_{02} , that there was no significant moderating effect of organization structure on the influence of individualised consideration of judicial offers on the performance of judicial staff.

First, in a regression model, R and R^2 values may not absolutely say the goodness of fit-statistic. That is, very high or very low R and R^2 values does not obviously mean that the regression model is bad or good respectively. Because of this, before getting the regression model summary results, the study tested for linearity, homoscedasticity and normality of the data set. Once these test showed that the model was linear, homoscedastic and that the data had a normal distribution, the regression model summary results were processed and presented in table 5. This was done in two levels. Level one involved checking for the predictability of individualized consideration on performance of judicial staff. The second level, entailed finding out the behaviour of the predictor variable (individualized consideration) on the response variable (performance of judicial staff) when organization structure is included as a moderating variable.

From the results as indicated in the regression model summary (table 5) points to the data being reasonably close to the fitted regression line, $R^2=.674$, and that the linear model accounts for 67.4% variation in the response variable (performance of judicial staff). In the second level, when the moderating variable (organization structure) is included, $R^2=.719$, meaning that the closeness of data to the regression line is improved, and that the linear model accounts for 71.9% variation in the response variable (performance of judicial staff). This implied that there was a significant correlation between individualised consideration and performance of judicial staff. The significance in the influence of individualized consideration explained 67.4% change in the performance of judicial staff, ($R^2= 0.674$). This meant that organization structure moderated the influence of individualised consideration of judicial officers on the performance of judicial staff by a variation of 4.5%.

Table 5 Model Summary for Individualized Consideration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.821 ^a	.674	.673	.73292	
2	.883	.719	.696	.45152	2.161

4.6 Regression Coefficients for Individualised Consideration

From table 6, the study found individualised consideration coefficient value of $\beta =0.821$, $p<.05$, thus rejecting the null hypothesis (H_{01}). This implied a significant relationship between individualised consideration of judicial officers and performance of judicial staff. This implied that an improvement in individualised consideration of judicial officer, increases the performance of judicial staff by factor 0.821. When the moderating variable (organization structure) was included, the study found individualised consideration coefficient value of $\beta =0.828$, $p<.05$, thus rejecting the null hypothesis (H_{02}). This implied a significant relationship between the moderating effect of organization structure and the influence of individualised consideration of judicial officers on the performance of judicial staff.

Table 6: Coefficients Individualized Consideration

Model		Unstandardized Coefficients		Standardised Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
	(Constant)	.370	.124		2.981	.003*		
1	Individualised consideration	.852	.034	.821	25.324	.000*	1.000	1.000
	(Constant)	.113	.098		1.153	.006*		
2	Individualised consideration	.797	.031	.828	24.141	.000*	1.000	1.000

a. Dependent Variable: Performance of judicial staff; * $p<.05$

5.0 DISCUSSIONS AND CONCLUSIONS

5.1 Discussions

The aim of the study was to establish how the moderating influence of organization structure influences the individualized consideration of judicial officers on the performance of judicial staff in Kenya. This was done by first, finding out through statistical tests, the influence of individualized consideration of judicial officers on the performance of judicial staff. The statistical tests included measures of central tendencies, correlation analysis, Chi-square tests and analysis of variance. In the second level, the influence of individualized consideration of judicial officers on the performance of judicial staff was tested through regression analysis, when the moderating effect of organization structure was factored in.

The study set out to find the influence of individualised consideration on the performance of judicial staff. Correlation analysis results indicated a positive and significant relationship between individualised consideration of judicial officers and performance of judicial staff, that is $r(312) = 0.679$, $p < .05$; $r(312) = 0.685$, $p < .05$. This is because, under individualised consideration, a transformational leader treats each member of the team independently because they possess a variety of personal unique attributes (Hall & Kellitz, 2012). More specifically, the study established that there was a positive correlation between judicial officer ability to help staffs develop competence at the place of work and performance of judicial staff, $r(312) = 0.680$, $p < 0.05$. This result agrees with results by Zeglal (2014) who measured the effect of employee authorization on customer-oriented behaviour in the Jordanian commercial banks and found that structural empowerment and psychological authorization have a positive and significant impact on customer-oriented behaviour.

The study established there was a positive and significant relationship between the judicial officer's ability to appreciate each staff as an individual rather than a group and performance of judicial staff, $r(312) = 0.630$, $p < .05$. This finding is in harmony with the argument that a transformational leader with individualised consideration competence treats their followers as co-workers (Conger, 2014). It is the transformational leaders' duty to find out the best approach to use when it comes to delegation of duties within his team members (Conger, 2014).

In order to find out the strength of association between individual consideration and performance of judicial staff, Chi-square tests revealed that there was a significant association between individual consideration and the performance of judicial staff, that is, $\chi^2(16, N=312) = 442.526$, $p < 0.05$. More specifically, Chi-square tests on the influence of individual consideration on judicial staff performance revealed that there was a strong association between judicial officer's ability to help them develop competence at their place of work and performance of judicial staff, $\chi^2(16, N=312) = 236.326$, $p < 0.05$; judicial officer's tendency to appreciate staffs as individuals rather than a group and performance of judicial staff, $\chi^2(16, N=312) = 221.827$; $p < 0.05$. These results showed that individual consideration as an attribute of transformational leadership style influences the performance of judicial staff. Thus, the study rejected the null hypothesis that there is no significant relationship between individualised consideration of judicial officers and performance of judicial staff.

A study by Misbah and Sabreen (2014) on the impact of delegation on efficiency, effectiveness, and empowerment found out that delegation impacts on workers' job satisfaction and fulfillment. Their research corroborated the study finding, $r(312) = 0.724$, $p < 0.05$. However, in as much as some work is being delegated, the leaders should be careful to do fair distribution of

responsibilities to employees. The relation between workload distributions and overall job satisfaction informs leaders to ensure that the tasks and responsibilities are shared in a fair manner per individual's capability. Therefore, in their bid to create good working conditions for judicial staff, the officers need to appreciate individual work of the staff members, and delegate jobs fairly with responsibilities that help develop the staff at their workplace.

Sooksan and Parisa (2013) argument that the ability of a leader to delegate tasks to their followers shows level of trust and confidence they have in their employees, was corroborated the study finding, $r(312) = 0.724, p < 0.05$. Empowering employees enables them to develop skills that will help in improving their individual performances thus affecting the whole organization. According to Wilderom, Berg and Wiersma (2012), treating followers as co-workers is an invaluable incentive in stirring up initiative among team members. This also embraces the need to celebrate and respect the individual contribution that each supporter can make to the group (Manteklow, 2011). This implies that, by allowing the judicial staff to develop themselves at work place contributes more to how individuals perform at work. This can be through delegation and challenging responsibilities that are given to an individual. Jamal (2015) studied the impact of delegation on efficiency, effectiveness, and empowerment and found out that designation impacts on workers' job satisfaction and fulfilment (Kelchner, 2013).

These studies finding, $r(312) = 0.724, p < 0.05$ was further corroborated by Mohammadi (2011) who undertook a study to determine the factors associated with occupational stress. His study found workload was among the factors that were listed. A workplace where stress is experienced cannot register good performance and as such, caution is required when distributing work to employees (Delarue, 2012). The relation between workload distribution and overall job satisfaction informs leaders to ensure that the tasks and responsibilities and shared in a fair manner per every individual's capability (Manteklow, 2011). Therefore, in their bid to create good working conditions for judicial staff, the officers need to appreciate individual work of the staff members; delegate jobs fairly with responsibilities that help develop the staff at their workplace (Boakye, 2010).

From a transformational leadership perspective, Conger (2014) argued that individualised consideration is the level to which the leader responds to each person's peculiar needs. This personalised inclusion in any transformational process has a great say on how the followers respond to a person's leadership. Their arguments were in harmony with the study's correlation analysis, $r = 0.678, p < .05$ and regression analysis results $\beta = 0.821, p < .05$; $\beta = 0.828, p < .05$. In addition, Geyer and Steyrer (2010) posit that, individualised consideration entails offering empathy and support, keeping communication with followers, encouraging respect, and celebrating the individual contributions of followers. It is these attributes of individualised consideration of judicial officers that seem to significantly influence the performance of judicial staff. One of the key ways on how transformational leaders work is that they deal with their followers as individuals, who have unique needs, diverse knowledge and orientation. When this is entrenched as a culture within an organization, then individualised consideration of the transformational leader has a superior influence on the general performance of a team as compared with intellectual stimulation, idealised influence, and inspiration motivation.

In more specific terms, individualised consideration boosts employee effectiveness, $M = 2.69, SD = 0.313$). Noordzij (2013) explains that, effectiveness means being properly aligned with the organization's goals. There is no doubt that effective decisions are often made by leaders who exercise high emotional intelligence. Noteworthy, is that research has revealed that

transformational leaders are associated with high emotional intelligence (Bliss, 2005). Further, Caruso *et al.*, (2012) explain that effectiveness at an individual level and organizational efficiency is attributable to transformational style of leadership. Moreover, from the findings of this study, the component of transformational leadership, which exhibits the most influence of on the performance of judicial staff, is individualised consideration.

When a transformational leader applies individualised consideration effectively, one of the corresponding outcomes is job satisfaction among the employees. This was confirmed by the study finding, $M=2.57$, $SD=0.187$, and corroborated by Robbins *et al.*, (2008) who argued that, job satisfaction is derived from the concept of results, treatment, and fair procedures. Robbins went further to explain that when employees feel that their expectations have been met, they are more likely to be friendly, cheerful, and responsive. What can really make an employee put extra effort to his/her work, without the feeling that their interests have been, or is being adequately addressed? For an employee to put extra effort, productive relationships must thrive at the place of work. The study findings confirmed this, $M=2.87$, $SD=0.411$ which per this study. Nevertheless, such an atmosphere can only be created when the leader is at the forefront promoting productive relationship (Kinicki & Kreitner, 2006). Indeed, Vance (2006), extra effort is an outcome from a background of self-motivation, or some philosophical inspiration from a leader. Vance further adds that research has established the existence of a relationship between the extra effort put by employees and organizational output. This is where individualised consideration of a leader becomes pivotal.

5.2 Conclusion

The study interrogated the strength of the influence of individualised consideration on the performance of judicial staff, as well as when organization structure was included as the moderating variable. In both scenarios, (without moderation and when moderated model), the regression coefficients were positive and significant. Subsequently, the null hypotheses (i) that there was no significant influence of individualised consideration on the performance of judicial staff; and (ii) that there was no significant moderating effect of organization structure on the influence of individualised consideration of judicial officers on the performance of judicial staff were both rejected. That implied that individualised consideration, positively and significantly influenced the performance of judicial staff in Kenya's Judiciary. Besides, organization structure does moderate the influence of individualized consideration of judicial officers, on the performance of judicial staff in Kenya. The study concluded that judicial officers should help judicial staff develop competence at their place of work, appreciates each judicial staff as individuals rather than as a group and ensure fair workload distribution among all judicial staff. These will significantly help judicial staff to perform their work effectively, put extra effort in their work and help them attain job satisfaction respectively.

5.3 Suggestions for Further Research

The study established that there was a significant positive relationship between individualised consideration of judicial officers and the performance of judicial staff in Kenya. The study recommends that to improve the performance of judicial staff, judicial officers need to develop their competence at their place of work, appreciate each judicial staff as individuals rather than as a group, and to ensure fair workload distribution. These will enable judicial staff to perform their jobs effectively, put extra effort in their work and assist them to attain job satisfaction respectively.

REFERENCES

- Abdullahi, A. (2011). Restoring Public Confidence in Kenya's Discredited, Corrupt, Inefficient, and Overburdened Judiciary: The Judicial Service Commission Agenda for Reform. Kenya Law Report
- Alireza, B., Ali R., Jafar, B., & Sona B. (2012). Occupational Stress Level among Information Technology Professionals in Iran. *International Journal of Information and Electronics Engineering*, 2(5), 682-685.
- Babbington, K. (2015). Why elephants gallop: assessing and predicting organizational performance in federal agencies. *Journal of public administration research and theory*. 10 (2): 685-711.
- Badreya, F. (2011). Transformational Leadership: Do the Leader's Morals Matter and Do the Follower's Morals Change? *Journal of Human Values*, 17(2), 129-143.
- Bass & Riggio, (2006). *Transformational Leadership*, 2nd Ed. Los Angeles: Sage Publications
- Bass, B. M. & Avolio, B. J. (2006) Transformational Leadership and Organizational Culture, *Public Administration Quarterly*, 12, 113-121.
- Bliss (2005). A Double-edged Sword: Transformational Leadership and Individual Creativity. *British Journal of Management*. 24(1): 54-68.
- Boakye, B. N. (2010). Galloping elephants: developing elements of a theory of effective government organizations. *Journal of public administration research and theory*, 9(1), 1-32.
- Buckingham, P. (2012). Transformational Leadership Style and Job Satisfaction Relationship: A Study of Structural Equation Modeling. *International Journal of Academic Research in Business and Social Sciences*. Vol. 3, No. 2
- Bums, T., & Stalker, GM. (1961). *The management of innovation*. Chicago: Quadrangle Books.
- Bushra, F., Albion, M. J., & Gagliardi, R. E. (2011). A study of transformational leadership, organizational change and job satisfaction. Retrieved from http://eprints.usq.edu.au/3098/1/Albion_Gagliardi.pdf
- Caruso, R., Woodman K., & Elenkov, D. F (2012). Effects of leadership on organizational performance in Russian companies. *Journal of Business Research*, 55,467- 480.
- Delarue, C. (2012). Implementation research in mental health services: An emerging science with conceptual, methodological, and training challenges. *Administration and Policy in Mental Health and Mental Health Services Research*, 36, 24-34.

- Elsass, C., & Veiga J. (2007). Transformational leadership among Spanish upper echelons. The role of managerial values and goal orientation. *Leadership & Organization Development Journal*, 29 (4), 340-58
- Fenwick, T. & Gayle, M. (2014). *Reconceptualising Professional Learning in Turbulent Times: changing knowledges, practices, and responsibilities*. London: Routledge
- French, M. (2001). Central conceptual issues in transformational leadership research. *Leadership & Organization Development Journal*, 24(7), 397–406.
- Gellatly, E., & Irving, W. (2001). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior*, 31, 609–623
- Geyer, T., & Steyrer, N. (2010). An exploration of perspective taking as an antecedent of transformational behaviour. *Leadership and Organisational Behaviour Journal*, 32(8), 807-816.
- Gupta, R. (2013). Workforce Diversity and Organizational performance. *International Journal of Business and Management Invention*, 2(6), 36-41.
- Hall, R., & Keilitz, S. (2012). Transformational leadership and follower's performance: Joint mediating effects of leader member exchange and interactional justice. *Academy of Management Annual Meeting Proceedings*, 8, 1-6.
- Howell, M., & Frost, Y. (2013). Evaluating Performance in State Judicial Institutions in the Georgia Judiciary. *State and Local Government Review*, 38 (3), 176-190
- Huse, T. D. (2012). *Transformational Leadership in the Era of Change*. School of Advanced Military Studies United States Army Command and General Staff College
- International Leadership Alumni Conference (ILAC), (2010). Procedural justice, legitimacy and the effective rule of law. *Crime and Justice* [online], 30, 283-357. Available from: <https://www.ncjrs.gov/pdffiles1/Digitization/202743-202750NCJRS.pdf>
- Jamal, R. A. (2015). The impact of the delegation of authority on employees' performance at great Irbid municipality: case study. *International Journal of Human Resource Studies*, 5(3), 467-462.
- Judiciary (2015a). *Institutionalising Performance Management and Measurement in The Judiciary*. Nairobi, Kenya.
- Judiciary (2015b). *Judiciary Transformation Framework, 2012-2016*. Nairobi, Kenya.

- Kauffeld, K. (2006). Transformational and servant leadership: Content and contextual comparisons. *Journal of Leadership and Organizational Studies*, 10 (4), 80-90.
- Kelchner, E. (2013). Creativity and Innovation: The Leadership Dynamics. *Journal of Strategic Leadership*, Vol. 1 Iss. 1, 2008, pp. 39-45. School of Global Leadership & Entrepreneurship, Regent University, ISSN 1941-4668
- Khan, N.W. (2010). Transformational leadership, conservation, and creativity: Evidence from Korea. *Academy of Management Journal*, 46:703-714.
- Khosa, M. G., Tiriyo, I., Ritacco, Guillermina, & Lowies, D. (2014). Impact of Occupational Stress and Burnout on Employee Job Performance: A Study of Nurses in Rural Clinics of Bushbuckridge in Mpumalanga Province. *International journal of Innovative Research in Management*, 4(1), 1-21.
- Kinicki, S., & Kreitner, A. (2006). *Vision and revision in the superintendency*. Paper presented at the Annual Meeting of American Educational Research Association, San Francisco, CA.
- Kirkbride, G. C. (2006). Impact of perceived leadership styles on work outcomes: case of building professionals. *Journal of Construction Engineering and Management* 2005; Vol. 131, No. 4. 413-422.
- Kombo, B. W., Obonyo, G. O & Oloko, M. (2013). Effects of Delegation on Employee Performance in Savings and Credit Cooperative Societies in Kisii County, Kenya. *The International Journal of Business & Management*, 2(7), 203-226.
- Kong'a, B. J. (2014). *Effects of organizational change on performance of the Kenyan judiciary: a case study of Milimani Law Courts*. Master's thesis. Kabarak University
- Koys, D.J., (2014). Inductive measures of psychological climate, *Human Relations*, 44(3):265–285.
- Kyalo, J. M. K. (2015). Effect of Diversity in Workplace on Employee Performance in The Banking Industry in Kenya. *Strategic Journal of Business and Change Management*, 2(5), 608-627.
- Langfred, H., & Moye, N. (2004). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90, 1217-1227.
- Loo, M. K. Salmiah, M. A. & Nor, S, A. R. (2015). The sources and the impacts of occupational stress among manufacturing workers. *International Journal of Current Research and Academic Review*, 2, 166-173.

- Manteklow, J. (2011). *Forming, storming, norming, and performing*. Retrieved from: http://www.mindtools.com/pages/article/newLDR_86.htm
- McCleskey, B. N. (2014). *Understanding and managing public organizations*. San Francisco: Jossey-Bass
- Meyerson, P., & Dewettinck, L. (2012). The Role of Transformational Leadership Style in Enhancing Lecturers' Job Satisfaction. *International Journal of Business and Social Science*, 4(8), 264-270.
- Misbah, K., & Sabreen, J. (2014). *Educational research in an age of accountability*. Boston: Pearson Education.
- Mohammadi, K. A. (2011). Leadership Styles and Job Satisfaction among Employees in Small and Medium Enterprises. *International Journal of Business and Management*, Vol. 8, No. 13.
- Munjuri, M. G. (2012). Workforce Diversity Management and Employee Performance in the Banking Sector in Kenya. *DBA Africa Management Review*, 3(1), 1-21.
- Mustapa, I., Ghazali, N., Mohamad, M. (2014). *The moderating influence of organizational capacity of the association between corporate governance and corporate performance*. *Procedia - Social and Behavioral Sciences* 164 (2014) 76 – 83
- Mutunga, W. (2011). *Building a Progressive Kenya: The Judiciary Transformation Agenda within the Context of the New Constitution*. The Supreme Court: Republic of Kenya
- Nahm, B., (2013). *Visionary leadership: Creating a compelling sense of direction for your organization*. San Francisco: Jossey-Bass.
- Nanjundeswaraswamy, T. S. & Swamy, D. R., (2014). "Leadership styles" *Advances in Management* Vol. 7(2) February (2014) 57.
- Noordzij, R. B. (2013). "Developing a model for managing intellectual capital", *European Management Journal*, Vol 14, No.4, pp356-364.
- Ojokuku, R. M., Odetayo, T. A & Sajuyigbe, A. S. (2012). Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks. *American Journal of Business and Management*, 1(4): 202-207.
- Ornels, P., & Kleiner, U. (2013). *Achieving and sustaining school effectiveness: A five-year study of change in elementary schools*. Paper presented at the Annual Meeting of the American Educational Research Association, Boston, MA.

- Robins, J., & Judge, R. (2008). Transformational Leadership: The Impact on Organizational and Personal Outcomes. *Emerging Leadership Journeys*. 2008;1(1):4–24.
- Sarros, J., Cooper, B., & Santora, C. (2012). Building a climate for innovation through transformational leadership and organizational culture, *Journal of Leadership and Organizational Studies*, 15(2):145-158.
- Saunders, M. N. (2011). *Research methods for business students, 5/e*. Pearson Education India.
- Sentuya, O. (2013). *Delegation and Performance*. Working Paper Series No. 497
- Shadraconis, E. (2013). Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China. *Academy of Management Journal*, 50(1), 226-236.
- Sihanya, K. (2013). Effects of transformational leadership on empowerment and team effectiveness. *Leadership and organization development Journal*, 24(6), 335-344.
- Sooksan, E. P. (2013). Dynamic capabilities in public organizations: A literature review and research agenda. *Public Management Review*, 15(2), 209-245.
- The Judiciary (April, 2015a). *Institutionalising Performance Management and Measurement in the Judiciary*. The Judiciary: Republic of Kenya.
- Thompson, K., & Prottas, J. (2015). Transformational leadership in context: Faceto- face and virtual teams. *The Leadership Quarterly*, Vol. 20(3), 343-357.
- Vance, J. (2006). *Implementing change in public organizations: The relationship between leadership and effective commitment to change in a public-sector context*. The Netherlands: Erasmus University Rotterdam
- Wilderom, P.M., Berg, P. T., & Wiersma, U. J. (2012). A longitudinal study of the effects of charismatic leadership and organizational culture on objective and perceived corporate performance. *The Leadership Quarterly*, 23, (5), 835–848.
- Yakubu, M. (2012). Employing transformational leadership to enhance the quality of management development instruction. *Journal of Management Development* 22(1) 6-13.
- Yukl, G. & Van F., (2015). An Evaluation of the Conceptual Weaknesses in Transformational and Charismatic Leadership Theories. *Leadership Quarterly*.10(2), 285–305.
- Zheng, M., Yang, L., & Mclean, S. (2010). Leading by example with and without exclusion power in voluntary contribution experiments. *Journal of Public Economics* 91, 1023-1042.