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EFFECT OF INSPIRATIONAL MOTIVATION ON EMPLOYEE PERFORMANCE IN REGULATORY STATE CORPORATIONS IN KENYA

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EFFECT OF INSPIRATIONAL MOTIVATION ON EMPLOYEE PERFORMANCE IN REGULATORY STATE CORPORATIONS IN KENYA

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Abstract

Purpose: Leadership is one of the key driving forces for improving employee performance. Effective and efficient employee performance are centred in the leadership style, such that leadership self-perception is crucial for the overall success an organization. Transformational leadership style has been associated with successful organization performance. Transformational leadership style has four constructs namely; idealized influence, intellectual stimulation, inspirational motivation and individualized consideration, which in aggregate lead to organizational success. The study has set out to find the effect of intellectual stimulation on employee performance of regulatory state corporations in Kenya.

Methodology: Descriptive correlation design was employed to establish the relationship between inspirational motivation leadership behaviour and employee performance in regulatory state corporations in Kenya. Proportionate stratified random sampling method was used to select a sample size of 130 out of the target population of 195 senior level managers who reported directly to Chief Executive Officers. Pearson's correlation and regression techniques were used to analyse the data.

Findings: The study revealed a positive and significant correlation between inspirational motivation and employee performance ($r = 0.894$, $p = 0.000(p < 0.05)$). Inspirational motivation significantly predicted employee performance ($\beta = .894$, $t = 21.063$, $p < .05$).

Unique contribution to the theory, practice and policy: The study recommends that to improve performance of employees in regulatory state corporations, leaders should be committed to the

organization's vision by talking optimistically about the goals to be achieved in the future. The leader should work among employees moving the employees forward with inspirational words and actions.

Keywords: *Employee Performance, leadership, inspirational motivation, regulatory State Corporation*

1.0 INTRODUCTION

Inspirational motivation is one of the four components of transformational leadership style identified as an independent variable in this study. Inspirational motivation refers to the style which creates an attractive goal of the future and the demonstration of optimism and enthusiasm (Bruch & Walter, 2007). Inspirational motivation involves a leaders' ability to inspire enthusiasm and optimism in subordinates (Indrayanto, Burgess, & Dayaram, 2014). The outcome of this is the improvement of organizational performance (Hancott, 2005). Inspirational motivation is extensively reviewed by Doody and Doody (2012), who contend that the process comprises inspiring followers to align personal goals with the goals of the firm. And that through this process the objectives of the institute are simultaneously attained, with the outcomes having implications for both the employee and the firm. Rawung, Wuryaningrat, and Elvinita (2015) noted the role of inspirational motivation in building trust and gratification for the employee, acts as the foundation for knowledge sharing, which is an important component of facilitating the success of the organization. The characteristics of leaders with inspirational motivation include the display of continued enthusiasm, optimism about the future and belief in their abilities and the ability to emphasize on the positive, in addition to high expectations and support for the followers' experiences (Balyer, 2012). More importantly, inspirational motivation refers to the strong vision of leaders for the future based on values and ideals (Bono & Judge, 2004).

This study looked at various attributes of inspirational motivation which include visionary, optimistic, confident and stimulating. Scholars examining inspirational motivation assert that the leaders are great communicators who make the vision comprehensible, specific, influential and engaging (Balyer, 2012). The success of every organisation depends on its employees' drive to thrive through their efforts, commitment, engagement, practice and persistence. Thus, motivation is an important leadership competency because it includes the ability to spur employee's performance (Lussier 2013). Inspirational motivation dimension of transformational leaders helps in creating better relationships with the followers, which motivate the employees for better performance (Dubinsky Yammarino, & Jolson, 1995). Similarly, the motivational behaviour of leaders also inspires the followers to achieve the organizational goals (Stewart, 2006).

The inspirational motivation behaviour of a leader encourages employees to achieve more than what was once thought possible through developing and articulating a shared vision and high expectations that are motivating, inspiring, and challenging (Wang, Oh, Courtright, & Colbert, 2011). Understanding the specific impact of inspirational motivation on employee performance is of essence to additional literature as how transformational leadership influences employee performance. According to Bass and Riggio (2006), leaders demonstrate inspirational motivation in their ability to motivate confidence and a sense of being responsive to followers' ideas and thoughts, whereby the leader enunciates a clear vision for the future, transmits expectations of the group and exhibits a commitment to the goals that have been laid out for the group to accomplish.

2.0 LITERATURE REVIEW

Inspirational motivation refers to the style which creates an attractive goal of the future and the demonstration of optimism and enthusiasm (Bruch & Walter, 2007) and the leader's behaviours aimed at inspiring and motivating followers to attain ambitious and challenging goals, or even apparently unattainable ones (Bass, 1985). Inspirational motivation involves a leaders' ability to inspire enthusiasm and optimism to subordinates (Indrayanto Burgess, & Dayaram, 2014), the outcome being the improvement of organizational performance (Hancott, 2005). The inspirational motivation constructs considered in this study are visionary, optimism, confidence and stimulation (Bass, 1985).

Managers have more influence, than perhaps they realize, on their employees' engagement, optimism, and performance, and can consciously use this influence to benefit these employees and the organization as a whole (Greenberg & Arakawa, 2006). The capacity to accurately evaluate process and outcome performance issues that characterise optimistic individuals is likely to drive resilient behaviours, such as utilisation of error as a springboard for learning and for fine-tuning performance (Nguyen, Kuntz, Naswall & Malinen, 2016) Empirical research linking optimism to commitment to change, ability to cope with changing work environments and positive workplace behaviours (Kool & Dierendonck, 2012; Youssef & Luthans, 2007) further suggests that higher levels of optimism may be related to resilient behaviours, which encompass change adaptability. The importance of manager optimism is supported by Popper, Amit, Gal, Mishkal-Sinai, and Lisak (2004), who observe that optimism is one of three psychological capacities essential for leadership. Similarly, Humphrey (2002) argues that the emotional displays of leaders have a larger impact on employees than the content of their messages.

Inspirational motivation refers to the way leaders motivate and inspire their followers to reach ambitious goals and view the future with optimism. Inspirational motivation is an aspect seen in leaders when they act in ways that cause employees to perform better by instilling a sense of meaning in their work (Avolio & Bass, 2004). The study reviews studies on the effect of inspirational motivation on employee performance. The inspirational motivation dimension of transformational leaders helps in creating better relationships with the followers, which motivate the employees for better performance (Dubinsky Yammarino, & Jolson, 1995).

Brown and Arendt's (2011) study on front desk supervisors' transformational leadership dimensions and employees' performance targeting employees from 34 hotels in Midwestern State in Iowa, USA used a sample size of 136 supervisors and 102 subordinates. Questionnaires were used to collect data while the Pearson correlation coefficient was used to determine the relationship between transformational leadership dimensions and employee performance outcomes. Regression analysis was used to determine the significant relationship between the study variables. The study findings revealed that there was no significant relationship between inspirational motivation and employee performance. The study was done among employees in a hotel setting in a limited geographical area in a developed country. The current seeks to establish the effect of inspirational motivation and employee performance of regulatory state corporations in Kenya, a developing country. It remains to seen whether similar results may be replicated in the Kenyan context.

A study by Srithongrung (2011) investigated the structural relationships among transformational leadership practices, organizational commitment, and employee effectiveness among 173 full time career employees in Nebraska, USA. Path analysis was used to understand the direct and indirect

effects of four transformational leadership components, three organizational commitment types, and two employee effectiveness types. The study revealed that inspirational motivation had both a direct and indirect effect on extra-role behaviours. The indirect effect was mediated through internalization commitment. The findings noted that when supervisors challenged their subordinates to improve their work results but at the same time cultivated emotional and technical support, teamwork, and optimism, the subordinates tended to get attached to their organizations, and thus were willing to perform extra work because the interest of the organization and their interests were the same. The current study used a descriptive correlational study design to investigate the effect of inspirational motivation on employee performance.

A study was carried out to examine the mediating role played by employee positive moods on transformational leadership and employee work outcomes in 10 insurance companies in Taiwan, by Tsai, Chen and Cheng (2009). Data was collected longitudinally from 282 employees and their immediate supervisors using MLQ questionnaire. A descriptive correlation analysis design was used to analyse the data. The results showed that the correlations for all of the sub-dimensions of transformational leadership and employee task performance were positive. The findings of this study also indicate that the behaviour of transformational leaders may improve employees' positive moods by idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Although positive associations have been demonstrated between inspirational motivation and employee task performance in insurance companies in Taiwan, it is still worthy of further investigation in Kenya, which the current study has focused on.

A study conducted by Ha and Nguyen (2014) on the influence of leadership behaviours on employee performance in the context of software companies in Vietnam revealed that inspirational motivation did not have a significant influence on employee performance. The findings of this study are not consistent with prior studies that concluded that inspirational motivation had a positive and significant influence on job outcomes in Malaysian Government linked companies (Amirul and Daud 2012). Li and Hung (2009) likewise found a positive relationship between inspirational motivation and job performance in elementary schools in Taiwan. However, Ha and Nguyen (2014) explained that the behaviours in inspirational motivation such as talking optimistically about the future or articulating a compelling vision of the future were meaningful when they were delivered by senior managers, noting that the respondents in this study were at the junior and team leader level, thus evaluating their direct supervisors. The researchers also took note of the fact that although the study did not take statistics about job hopping rate among respondents, they acknowledged that the job hopping rate was high among software companies in Vietnam; thus the workers may not have cared about the compelling vision or optimistic future given by their direct supervisors.

An empirical study on the relationship between transformational leadership and employee satisfaction at Jordanian private hospitals, Mohammad, AL-Zeaud and Batayneh (2011) targeted 200 registered nurses at private hospitals located in Amman, the capital city of Jordan. The key variables were the idealized influence, inspirational motivation, intellectual stimulation and individual consideration. The result of the study showed a statistically significant positive relationship between inspirational motivation and job satisfaction. Mohammad, AL-Zeaud and Batayneh (2011), concluded that leaders should focus on being inspirationally motivating by looking toward the future with optimism, articulating a vision of future, displaying confident behaviour as well as providing autonomy for one's

work, since these characteristics were found to be related to job satisfaction. The results of this study is consistent with Avolio and Bass, (1988), Conger and Kanungo (1988) and Chen (2004) who revealed that there was a positive relationship between transformational leadership and job satisfaction. This study was done among nurses in private hospitals in Jordan, the current study is done in regulatory state corporations in Kenya.

Empirical findings by Sundi (2013) revealed that inspirational motivation had a positive influence on employee performance revealed that inspirational motivation had a positive influence on employee performance. The study also pointed out that the inspirational motivation dimensions indicated that the employees were eager to carry out the tasks because the leader had the ability to arouse the enthusiasm of subordinates thus generating trust from the subordinates, consequently the leader had the ability to convey important organizational goals to subordinates. Similar, findings by Fasola, Adeyemi, and Olowe (2013) who investigated the relationship between the transformational leadership style and their dimensions on the organizational commitment using a multifactor leadership questionnaire (MLQ) and organizational commitment questionnaire (OCQ) in Nigeria, revealed that inspirational motivation had a positive and significant relationship with organizational commitment.

A descriptive study by Obiwuru, Okwu, Akpa, Nwankwere, and Idowu (2011) investigated the effects of leadership style on organizational performance in SMEs in Nigeria. Questionnaires were used to collect data from a sample size of 15 respondents. Multiple regression analysis was used to analyse the data. The study findings indicated that inspirational motivation had a negative and insignificant effect on performance - an indication that the traits were weak in explaining variations in employee performance of SMEs under study. The findings of this study are contrary to findings by Ogola (2016) whose study on effect of transformational leadership style on performance of top 100 SMEs in Kenya revealed a positive and significant relationship between inspirational motivation and performance.

Umu and Umeh (2014) undertook a quantitative correlation study on the relationship between leadership styles and job satisfaction and performance in the Central Bank of Nigeria. A sample size of 85 participants, from a target population of 400 customer relationship officers, was used for the study. The choice of customer relationship officers rather than the entire bank employee base was for time and convenience. As noted by Sheb and Nguyen (2009), the appropriateness of the quantitative correlation research design lies in the application and use of variables to determine relationships, eliminate subjectivity, minimize the waste of time, and facilitate evaluation and options in the decision-making process. The study revealed a positive relationship between inspirational motivation attributes of transformational leadership and customer relationship officers' job satisfaction in the bank.

In Kenya, a study conducted by Kirui, Iravo, and Kanali (2015) on role of transformational leadership in effective organizational performance in state-owned banks in Rift Valley, Kenya used both primary and secondary means of collecting data by employing both qualitative and quantitative approaches with a target population of 137 employees. A questionnaire was used as the instrument for data collection while analysis involved both descriptive and inferential statistics. The study findings revealed a positive and significant relationship between inspirational motivation and organizational performance. The study thus concluded that top managers should energize employees to increase employee optimism. Similarly Datche (2015) in her study of the influence of transformational leadership and organizational performance of state corporations in Kenya revealed a moderate

relationship between inspirational motivation of the supervisor on both employee engagement and organizational performance.

3.0 METHODOLOGY

The study adopted a descriptive correlational research design to describe the relationship between inspirational motivation behavior of a leader which is the independent variable and employee performance outcomes which is the dependent variable of regulatory state corporations in Kenya. The study also adopted a quantitative orientation. Proportionate stratified random sampling was applied to obtain a sample size of 130 respondents from a population of 195 senior level managers. The use of proportionate stratified random sampling was informed by the fact that, though the 21 regulatory state corporations offer supervisory services to other functional state corporations which focus on different sectors, they regulate the agricultural state corporations, financial state corporations, water and sewerage, information and communication, maritime, tertiary services, tourism sector, health insurance, and maintenance of road network. Consequently, they are heterogeneous units. The units of observation are procurement manager, IT manager, human resource manager, marketing manager, finance manager, operations manager and administrative manager. These personnel members are chosen due to their central role in the management, control and provision of direction towards the achievement of the corporation's mandate. A structured questionnaire was used to collect quantitative data. The questions were based on a Likert scale of 1 to 5, Where 1 denoted strongly disagree, 2 denoted disagree, 3 denoted neutral, 4 denoted agree, while 5 denoted strongly agree. Data was analysed using descriptive and inferential statistics.

4.0 RESULTS AND DISCUSSIONS

4.1 Mean and Standard Deviation of Inspirational Motivation and Employee Performance

The findings obtained in the study indicate that majority of the respondents strongly agreed with the following statements: My supervisor articulates a compelling vision for the future ($M = 4.08$, $SD = 0.888$); my supervisor expresses confidence that goals will be achieved ($M = 4.14$, $SD = 0.844$); my supervisor talks enthusiastically about what needs to be done ($M = 4.02$, $SD = 1.336$); I put extra effort in my work because my supervisor articulates a compelling vision for the future ($M = 4.71$, $SD = 0.457$); I perform my work satisfactorily because my supervisor expresses confidence that I will achieve set goals ($M = 4.31$, $SD = 1.181$); and I perform my work effectively because my supervisor is enthusiastic about what needs to be done ($M = 4.14$, $SD = 0.800$). The respondents agreed with the following statements: My supervisor talks optimistically about the future ($M = 3.76$, $SD = 0.631$); and I am committed to my work because my supervisor talks optimistically about the future ($M = 3.35$, $SD = 1.172$). The findings of the study are shown in Table 1.

Table 1: Mean and Standard Deviation for Inspirational Motivation

Inspirational Motivation	N	Mean	Standard. Deviation
Supervisor articulates a compelling vision for the future	113	4.08	.888
Supervisor talks optimistically about the future	113	3.76	.631
Supervisor expresses confidence that goals will be achieved	113	4.14	.844
Supervisor talks enthusiastically about what needs to be done	113	4.02	1.336
Effect of Inspirational Motivation on Employee Performance			
Extra effort because supervisor articulates compelling vision	113	4.71	.457
Committed to work because supervisor is optimistic about the future	113	3.35	1.172
Work satisfaction because supervisor is confident of goal achievement.	113	4.31	1.181
Work effectiveness because of supervisor enthusiasm	113	4.14	.800

4.2 Correlation between Inspirational Motivation and Employee Performance of Regulatory State Corporation in Kenya

A correlation analysis was carried out to examine the nature of association between inspirational motivation and employee performance are illustrated Table 2. The findings on leaders' enthusiasm about what needs to be done had a positive and strong correlation with employee performance ($r(113) = .925, p < .000$). The findings on the relationship between the leader talking optimistically about the future and employee performance were positive and strongly correlated ($r(113) = .872, p < .000$). The findings on the leader's confidence that goals will be achieved and employee performance was positive and strongly correlated ($r(113) = .812, p < .000$). Further leader articulating a compelling vision and employee performance were strongly correlated ($r(113) = .734, p < .000$).

Findings on employees putting extra effort at work and leader articulating a compelling vision for the future was positive and strongly correlated ($r(113) = .923, p < .000$). Findings on employees commitment to work and leader talking optimistically about the future was positive and strongly correlated ($r(113) = .814, p < .001$). Findings on employee satisfactorily performing work and the leader expressing confidence that goals will be achieved was positive and strongly correlated ($r(113) = .757, p < .006$). While employee work effectiveness and leaders being enthusiastic about what need to be done was also positive and strongly correlated ($r(113) = .755, p < .006$).

Table 2: Correlation between Inspirational Motivation and Employee Performance of Regulatory State Corporations

		Employee Performance
	Pearson Correlation	1
Employee Performance	Sig. (2-tailed)	
	N	113
	Pearson Correlation	.734**
My Supervisor articulates a compelling vision for the future	Sig. (2-tailed)	.000
	N	113
	Pearson Correlation	.872**
My Supervisor talks optimistically about the future	Sig. (2-tailed)	.000
	N	113
	Pearson Correlation	.818**
My Supervisor expresses confidence that goals will be achieved	Sig. (2-tailed)	.000
	N	113
	Pearson Correlation	.925**
My Supervisor talks enthusiastically about what needs to be done	Sig. (2-tailed)	.000
	N	113
	Pearson Correlation	.923**
I put extra effort in my work because my Supervisor articulates a compelling vision for the future	Sig. (2-tailed)	.000
	N	113
	Pearson Correlation	.814**
I am committed to my work because my supervisor talks optimistically about the future	Sig. (2-tailed)	.001
	N	113
	Pearson Correlation	.757**
I perform my work satisfactorily because my Supervisor expresses confidence that I will achieve set goals.	Sig. (2-tailed)	.006
	N	113
	Pearson Correlation	.755**
I perform my work effectively because my supervisor is enthusiastic about what needs to be done	Sig. (2-tailed)	.006
	N	113

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

4.3 Chi Square Test on Inspirational Motivation

Chi square test was done to determine the differences between the means and analysis of the variance. The study found a strong association between inspirational motivational and employee performance, $\chi^2(7, N=113) = 43.159, p = .000$. The results are presented in Table 3.

Table 3: Chi-Square Test Statistics for Inspirational Motivation

	Inspirational Motivation
Chi-Square	43.159 ^a
df	7
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 18.8.

4.4 Hypothesis Testing for Inspirational Motivation and Employee Performance

The study sought to establish the effect of inspirational motivation on employee performance in regulatory state corporations in Kenya. The following hypothesis was therefore tested:

H₁: Inspirational motivation has a significant relationship with employee performance in regulatory state corporations in Kenya

Table 4: Model Summary for Inspirational Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	.800	.798	.259

a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Inspirational Motivation

The regression results showed that inspirational motivation explained a significant proportion of variance in employee performance, $R^2 = .800, F(1,113) = 443.661, p < 0.01$. This implies that 80% of the proportion in employee performance can be explained by inspirational motivation in regulatory state corporations of Kenya. This means that the null hypothesis was rejected and the alternative accepted. Findings are as presented in Table 4.

Table 5: ANOVA Table for Inspirational Motivation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.784	1	29.784	443.661	.000 ^b
	Residual	7.452	111	.067		
	Total	37.236	112			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Inspirational Motivation

The findings indicate that the significance value in testing the reliability of the model for the relationship between inspirational motivation and employee performance was $F(1, 113) = 443.661$, $p = 0.00$. Therefore the model is statistically significant in predicting the relationship between inspirational motivation and employee performance. Results are as presented in Table 5.

Table 6: Model Coefficients for Inspirational Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.716	.115		14.972	.000
	Inspirational Motivation	.590	.028	.894	21.063	.000

a. Dependent Variable: Employee Performance

The study found that inspirational motivation significantly predicted employee performance, $\beta = .894$, $t(113) = 21.063$, $p = .000$. This finding implied a rejection of the null hypothesis and therefore alternative hypothesis is taken as true. The study therefore concluded that inspirational motivation significantly influences employee performance in regulatory state corporations in Kenya. Based on the findings, the study derived the model for inspirational motivation and employee performance. The results are presented in Table 6.

Based on the simple regression model;

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon.$$

The model becomes $Y = 1.716 + 0.894X_2 + \varepsilon$.

The study established a significant effect between inspirational motivation and employee performance hence rejected the null hypothesis H_0 : inspirational motivation has no significant effect on employee performance and accepted the alternative hypothesis H_1 : inspirational motivation has significant positive effect on employee performance.

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussions

The study sought to establish the effect of inspirational motivation on employee performance of regulatory state corporations in Kenya. Seeking to answer this the study established that employees put extra effort in their work because the leader articulated a compelling vision. The findings are in agreement with the findings of Balyer (2012) who established that leaders, who characterized inspirational motivation displayed continued enthusiasm, were optimistic about the future and had high expectations of employees which indeed affected employee performance. The findings are also in support of Bass (1999) who established that inspirational motivation occurred in leaders when they used symbols to articulate an appealing and compelling vision for the future and thus redirected the follower's efforts.

The study revealed that employees were committed to their work because the leader talked optimistically about the future. The findings supported Nguyen, Kuntz, Naswall and Malinen (2016) who established that optimistic individuals drove resilient behaviours, such as utilisation of error as springboard for learning and for fine-tuning performance. Kool & Dierendonck (2012) and Youssef & Luthans, (2007) linked optimism to commitment to change, ability to cope with changing work environments and positive workplace behaviours and that higher levels of optimism were related to resilient behaviours, which encompassed change adaptability. Popper, et al., (2004) also established that optimism was an essential psychological capacity for leadership. Humphrey (2002) argued that the emotional displays of leaders had a larger impact on employees than the content of their messages.

The study established that leaders expressed confidence that goals would be achieved and the employees performed work satisfactorily because of this confidence. The findings supported a study by Li and Hung (2009) who maintained that transformational leaders enhanced communication between themselves and followers, and as a result instilled the leader's support, confidence and encouragement in followers, resulting into followers exhibiting extra effort and high performance. The findings supported the view of Trmal, Bustaman and Mohamed (2015) who argued that transformational leadership compelled superb communication skills, because a leader must communicate his or her messages with accuracy, power and a sense of clout. Seibert, Wang and Courtright (2011) also observed that leaders increased followers' intrinsic value of performance and confidence, which also led to higher motivation.

The study established that the leader was enthusiastic about what needed to be done and this made employees to perform their work effectively. These findings supported Falum (2002) who illustrated that leadership was about having the initiative and enthusiasm to inspire employee performance. These findings also supported the study conducted by Kelloway et al., (2012) who established that when leaders encouraged employees to achieve more than what seemed possible, they inspired them to overcome psychological setbacks and obstacles, and employee performance was enhanced. Avolio, et al. (1991) addressed the issue of leaders who worked enthusiastically and fostered the spirit of teamwork and commitment.

The study conducted a correlation analysis between the inspirational motivation index and employee performance and found that the two variables were strongly correlated and inspirational motivation significantly predicted employee performance. The study findings supported Tsai, Chen and Cheng

(2009) who found that inspirational motivation was related to employee task performance in insurance companies in Taiwan. The study findings have corroborated Sheb and Nguyen (2009) who have found that inspirational motivation related positively with employees job satisfaction. The findings implied a rejection of the null hypothesis.

The study found that inspirational motivation explained a significant proportion of variance in employee performance. The study results confirmed the findings by Amirul and Daud (2012) who found a positive and significant relationship between inspirational motivation and job outcomes in Malaysian Government linked companies. The findings of the study also supported Li and Hung (2009) who found that inspirational motivation was positively related to job performance in elementary schools in Taiwan. The study findings corroborated with a study by Al-Zeaud and Batayneh (2011) who found a positive and significant relationship between inspirational motivation and employee job satisfaction in Jordan. The study results were in line with study findings by Fasola, Adeyemi and Olowe (2013) who found a positive and significant relationship with organizational commitment among employees in Nigeria. The results also confirmed findings by Umeh and Umeh (2014) who revealed a positive and significant relationship between inspirational motivation and customer relationship officers' job satisfaction in a bank in Nigeria. The study revealed a positive and strong correlation between inspirational motivation and employee performance. This corroborated Kirui, Iravo and Kinali (2015) study on which revealed a positive and significant relationship between inspirational motivation and organizational performance in state owned banks in Kenya. The studies suggested that among the transformational leadership behaviours inspirational motivation was the second most important. Inspirational motivation among the leaders was found to radiate optimism and enthusiasm among employees.

However, the study findings that revealed a positive and significant relationship between inspirational motivation and employee performance in state corporations in Kenya, contradict the results by Brown and Arendt (2010) who found no significant relationship between inspirational motivation and employee performance in hotels in the Midwestern State of Iowa in the USA. Ha and Nguyen (2014) also found no significant influence between inspirational motivation and employee performance at a software company in Vietnam. Obiwuru et al., (2011) also found a negative and insignificant relationship between inspirational motivation and employee performance.

According to the study findings there was a positive and strong correlation between leaders' enthusiasm and confidence about what needs to be done and employee performance. This was in line with the findings by Srithongrung (2011) who noted that when supervisors challenged their subordinates to improve their work results but at the same time cultivated emotional and technical support, teamwork, and optimism, the subordinates tended to get attached to their organizations, and thus were willing to perform extra work because the interests of the organization and their interests were the same. Jung, Chow and Wu (2003) also noted that inspirational motivation aroused individual cognitive ability so as to engage in independent thinking in the course of their work.

Therefore, according to the findings of this study, the leader achieves success when he articulates a compelling vision and expresses confidence that set goals would be achieved, is enthusiastic and optimistic about what need to be done. The employees in return are satisfied with their work, put extra effort, are committed and perform their work effectively. It is evident that when an inspirational leader

talks enthusiastically of what needs to be done, employees exert extra effort in order to achieve positive work outcomes.

5.2 Conclusion

The study findings established that inspirational motivation in leaders are able to articulate a compelling vision for the future which causes employees to exert extra effort in work in order to achieve the organizational objectives. The inspirational motivated leader is optimistic and enthusiastic about the future, which in turn reflects on employee work commitment and improved performance outcomes. The inspirational leader express confidence cause employees to perform work with satisfaction and thus improved overall performance.

5.3 Recommendations

Inspirational motivation has a positive effect on employee performance. Therefore, leaders should be committed to the organization's vision by talking optimistically about the goals to be achieved in the future. The leader should work among employees moving the employees forward with inspirational words and actions. Consequently, employees will develop a strong sense of confidence in the organization. Leaders are seen as organizations' representatives, such that when they are overtly upbeat about the organizations' future, the employees are motivated to work harder to help achieve better performance.

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