

American Journal of
Leadership and Governance
(AJLG)

LEADERSHIP and GOVERNANCE

**The Influence of Intellectual Stimulation of Judicial
Officers on the Performance of Judicial Staff in Kenya**

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



The Influence of Intellectual Stimulation 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

Prof. George K'Aol

Professor of Leadership
United States International University-Africa

Prof. Teresia Kavoo Linge

Associate Professor of Management
United States International University-Africa

ABSTRACT

Purpose: Across all sectors of the society, leadership is pivotal in ensuring that organizational goals and objectives are achieved as well as its continuity. Moreover, the type of leadership style has a significant contribution on an organization's performance and overall success. One such leadership style, that most scholars have attributed with good performance in organizations, is transformational leadership. Transformational leadership has different components that, in aggregate, lead to better performance and success of organizations. One such component that is exhibited by leaders who are transformational, is intellectual stimulation. It is based on this influence of transformational leadership in organizations and its people that motivated this study. The study set to find out the influence of intellectual stimulation 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 one-way ANOVA was used to examine variability. Besides, the strength of association between the variables was determined using Chi-square tests.

Findings: The study found that intellectual stimulation of judicial officers significantly influenced the performance of judicial staff, $r(312) = 0.679, p < .05$; $r(312) = 0.685, p < .05$; $r(312) = 0.630, p < .05$. The study found out that intellectual stimulation of judicial officers did positively and significantly influence the performance of judicial staff in Kenya.

Policy recommendation: The study recommends that to improve judicial staff performance, judicial officers should be innovative on efficient ways of completing work duties, should encourage creativity in solving work-related problems, and appreciate staffs who are inquisitive

and seek to know more.

Key Words: *Performance, intellectual stimulation, leadership, transformational leadership, organization, judicial service, judicial officers and staff.*

1.0 BACKGROUND OF THE STUDY

Corporate entities, as well as individuals, both have goals and objectives that they exist to pursue in line with their vision and mission. The realization of these goals, and or objectives comes at a great cost. All the same, the probability of success levels will, and is always pegged on effective and efficient leadership (Yukl & Van, 2015). Various leadership styles and their influence on organizational success have been advanced and studied (Nanjundeswaraswamy & Swamy, 2014). One such style is the transformational leadership style, which according to Bushra, Usman and Naveed (2011), acts as a driving force for organizational performance and innovation.

Transformational leadership enhances employee job satisfaction as the transformational leader interacts with subordinates to motivate them to achieve maximum output in their work responsibilities (Jalal, Khawaja, Kamariah, Fosa, Muhd & Ahmad, 2012). It could be said therefore that in the current hyper-competitive and globalized world, to achieve organizational effectiveness and relevance sustainably, leaders must adopt effective leadership styles that are responsive to the dynamic operating environment. These are aspects of transformational leadership style and they significantly contribute to the effectiveness of an organization, besides enabling employees to experience job satisfaction (Pillai & Williams, 2014). One such aspect is intellectual stimulation. Inspiring people's creativity and innovativeness, encouraging the questioning of norms and seeking for new approaches and solutions to problems is the behaviour of a transformational leader known as intellectual stimulation (Bass & Avolio, 2006).

The environment of work is ever changing due to globalization, technological changes and fierce competition. All these dynamics affect the world of work as well as the behaviours and attitudes of employees. The organizations, which through deliberate leadership practices have psychologically empowered and motivated workers are growing apace, expanding their empires, as well as coping with the dynamically changing business environment (Naqvi, Ishtiaq, Kanwal

& Ali, 2013). Geyer and Steyrer (2010) explain that transformational leadership and or its components have been associated with the gains in individual, unit, and or organizational functioning in a variety of Meta-analyses. The foregoing is consistent with Grant's (2012) quasi-experimental investigation, which established that while there are possibly several mechanisms for motivating employees, a transformational leadership culture is one such sure way. Relationships/associations between organizational leadership style to performance is well documented in various scholarly literature (Fey & Denison, 2013).

Key aspect of intellectual stimulation is promoting innovation and creativity by the leader, so that team members don't settle for conventional norms and known ways of tackling issues (Elkins & Keller, 2013). Geyer and Steyrer (2010) further argue that through intellectual stimulation, frameworks are established that enable people to constructively dismantle old assumptions and essentially develop more innovative methods and approaches. By this, Bass (1985) clarify that team members will feel that they have the power to consider new paths and ideas to follow without fear of reprimand. Leaders who are transformational challenges followers to collectively participate in finding new solutions to work-related problems. These leaders go further to establish an organizational atmosphere that makes participation both as an individual and collectively as teams is the norm. These leaders intellectually stimulate followers to question common assumptions and status quo, besides finding innovative and creative ways of solving challenges (Smothers, Doleh, Celuch, Peluchette, & Valadares, 2016).

Intellectual stimulation of leaders has a significant contribution on how the subordinates perform in their arena of work. However, fewer studies have been carried out regarding the influence of intellectual stimulation of leaders on the performance of subordinates in public organizations. Moreover, no known studies have been carried out to investigate the influence of intellectual stimulation of judicial officers on the performance of judicial staff in Kenya. The study that was the closest was on testing the relationship between transformational leadership and employee performance within corporate sector organizations (Muchiri, Cooksey & Walumbwa, 2012). Indeed little has been studied about the judicial system, especially about the influence of intellectual stimulation of leadership on performance of judicial staff.

The Kenyan Judiciary faces many challenges on leadership and management (Judiciary 2015a; Judiciary, 2015b). The key ones are limited new initiatives in administration and creativity at workplace. These includes absence of mentorship, ethnic biases, excessive centralization, privatization and personalization of authority, clientelism, weak states of mind and morals, leading to segregation and ethnic origin and a frail culture of demonstrable skill in the administration of the courts (IBAHRI, 2010).

In Kenya, various studies have made a compelling argument for the need to improve the performance of the legal system but ignored transformation of judicial officers (Maingi, 2012). Recently, Njogu (2015) studied the effect of transformational leadership style, and another recent study carried out in Kenya among Companies of the Year Award, Lumbasi et al. (2015), all concluded that leadership style had a significant impact on employee performance. Accordingly, Maingi (2012) and Sihanya (2013) point out that previous research have not sufficiently focused on the existing linkages between the components of transformational leadership style of judicial officers and the performance of judicial staff. Other accessible writings concentrated on, change

activities which incorporate decentralization of force, basic changes, embracing ICT as an empowering agent of equity and efficacious service delivery. The conclusion is that knowledge gaps exist in understanding the relationship between intellectual stimulation of judicial officers on judicial staff performance, leadership styles, including transformational leadership, and performance of courts (Judiciary, 2015b).

2.0 REVIEW OF RELATED LITERATURE

Inspiring unique and original way of doing tasks among the followers is a key aspect of transformational leaders, an attribute commonly known as intellectual stimulation. They do this by not only challenging their followers to question why things are as they exist/appear, but also to do tasks through unconventional approaches (Sundi, 2013). Alvolio and Bass (1995) add that at the core of intellectual stimulation is the continuous promotion of utilizing creative methodologies in executing tasks. In other words, employees are encouraged to come up with new ways for resolving problems experienced in the organization. Under such circumstances, the new approaches are presented to develop the organization. According to Cossin and Caballero (2013) leaders intellectually stimulate those they are leading to envision the performance outcomes of every task or problem they are dealing with. Its suffice to emphasize that, envisioning the outcome of every task at hand, puts followers and/or subordinates to look for knowledge and to capitalize on both existing formal and informal channels of getting new means of executing duties (Ahanger, 2009). Ahanger further emphasized that an organizational culture and climate that encourages innovation and creativity, must also ensure that people rejoice in equal proportion when an idea or approach is successful, or unsuccessful: that is the true environment where true inspiration to be innovative and creative flourishes.

It's the responsibility of the transformational leader not only to stimulate the follower's intellect by painting a directional picture, but also the methodology for execution. Koys (2014) views the transformational leader's task as that of harnessing the people's intellectual capital towards organization's goals. Further, Anjali and Anand (2015) point out that the development of staff commitment in an organization is enhanced in part, when a leader intellectually stimulates. There needs no emphasis that when staff are developed, organizational performance is improved. Indeed, Sundi (2013) emphasizes that employees function well in an environment where rationality and creativity thrives, and that intellectual stimulation is key in entrenching it. Intellectual stimulation could be looked at from various standpoints, which include but not limited to creativity and innovativeness, significance of leadership in innovation processes, articulation of ideas etc.

2.1 Creativity and Innovativeness

Creativity and innovativeness are the engagement in, or the application of more advanced approaches or discoveries in dealing with issues (Sundi, 2013 ; Myrtle, 2010). It is agreed that leaders who are transformational, exhibit significant creativity and innovativeness in the operations (Elkins & Keller, 2013). Koys (2014) opines that, creativity and innovation must do with the intelligent use of intellectual foresight in conceptualizing new, unique and original

ideas, and going ahead to create products and services. The business landscape is often enabled or constrained by the level of innovation and creativity exhibited by the leadership. Even though innovation and creativity applied by the leadership propel organizations to grow, they are still affected by external factors ranging from social, economic political and institutional variables. Transformational leaders have an important role to play as far as organizational development is concerned. Important to note therefore, that fostering innovation and creativity by the leadership has strong correlation with the ability of organizations to influence the environment they operate (ADB, 2008).

There is substantial information demonstrating even with innovation and creativity, efforts in transforming government institutions and even businesses are still faced with challenges both in developed and developing economies (Koys, 2014). Per Harvard Manage Mentor (2000), a lot of innovation and creativity is widely observed in Micro, Small and Medium scale business are the cornerstone of many emerging and developed economies. Lukacs (2005) points out that considerable amount of jobs are created by SMEs and a substantial percentage of global economic growth can be attributed to SMEs. Looking at the Chinese economy for instance, over 60% of industrial output and jobs created can be attributed to the SMEs industry. There is empirical evidence therefore that SMEs are the primary industrial influence behind economic and social development in China (Singh & Garg, 2009) accounting for advancement in job creation, industrial output and economic prosperity. Thus, even in growing Micro, Small and Medium scale business, the leadership is expected to creatively innovate.

A study within Malaysian companies showed that transformational initiative and development were identified with innovative authoritative execution. Both transformational administration and advancement were observed to be the critical impact to hierarchical execution. This demonstrates transformational authority and development have altogether improved the authoritative execution in Malaysian logistics companies (Zheng, Yang & Mclean, 2010). Lale (2012) investigated the effect of transformational initiative on authoritative development, and to figure out if inside and outer support for advancement as logical conditions impact this impact. Data were gathered from 163 R&D workers and chiefs of 43 smaller scale Turkish software companies. Two separate polls were utilized to gather the data. Workers' polls included measures of transformational authority and interior support for development; though, Chiefs' surveys included inquiries concerning item advancements of their organizations, and the level of bolster they got from outer establishments. Progressive regression examination was utilized to test the speculated impacts. The consequences of the investigation gave support to the positive impact of transformational authority on hierarchical development.

Innovation and creativity has a critical role in promoting a vibrant business environment among growth of corporations. This is evident by the fact that matters on innovation and creativity outstandingly feature at current enterprise policy level (ADB, 2008). A very important line of argument put forth by Freeman and Stewart (2012) is that when innovation is supported by

policy in the supply marketplace, there is automatically a subsequent increase in the quantity and quality of competition. This thus, capitulates into lower bid prices and the better choices by public sector entities. Freeman and Stewart (2012) contends that while culture, systems, innovation, and other administration instruments are vital in producing continued performance, effective leadership and continued inventions is what sustains it. Woodman and Boomer (2012) contend that for associations to have the capacity to accomplish consistent innovation, pioneers must set up a domain helpful for recharging and fabricate authoritative culture that energizes creativity and innovation. Hierarchical creativity additionally relies on upon how pioneers support and oversee differences in the association, and additionally build up a successful administration structure that manages the innovation procedure.

Numerous organizations and businesses across the globe are facing challenges arising from sustained technological revolution and evolution (Fenwick & Gayle, 2014). Indeed, technology is pushing businesses to adopt new business models, or else face complete extinction in their respective industries. Be that as it may, because of the unstable environment in these divisions, numerous such associations are falling flat and need creativity and consistent innovation to stay aggressive and fruitful. Yukl and Van (2015) notice that vital plan, technology, culture, and hierarchical procedure will be unable to manage them long unless associations likewise build up a structure that constantly creates innovative pioneers to run and support the procedure. This methodology will help the associations set up situations that are helpful for recharging, fabricate hierarchical culture that empowers innovations, and set up authoritative differences that thusly helps these associations stay aggressive.

2.2 Significance of Intellectually Stimulating Leadership in the Innovation Process

Yukl and Van (2015) submit that researchers have indicated how hierarchical structure, technique, technology, culture, and other administration instruments convey viability and upper hand to associations. While innovation and creativity is required at the workplace, its urgent need in government-leaning organizations does not need any emphasis. Innovation, when embraced in the public supply markets, the desire of enabling a sustainable domestic business sector that creates employment, gets entrenched into the local economy and adds to the agenda of national prosperity. As so far sufficiently mentioned, Boomer (2012) add that it is the desire of the all organisations and the economy that Innovation and creativity be inculcated in the public service institutions. This desire is in stark contrast with what has been portrayed within SMEs in application of innovation. The foregoing literary discussions on the significance of creativity and innovation in the marketplace gives credence to the fact that indeed there is varying need in approaching work from a non-conventional standpoint (Dumdum et al., 2012).

The type of authority structure, determines whether creativity and innovation can thrive in organizations. That notwithstanding, not all authority structures can enhance a culture of innovation and creativity. Interests in specific sorts of initiative styles and models can deliver about that produce creativity, contends Askenas, et al, (2002). As per Howell and Frost (2013), fruitful associations have found that common and shared initiative, instead of chivalrous and dictator administration, is the thing that opens the capability of associations. Geyer and Steyrer (2010) opines that associations that work from the dictatorial authoritative structures, are not sufficiently able to establish a culture that not only embraces innovation and creativity, but also

fosters it. In such associations, the pioneers involve focal spots, and the adherents trust these pioneers are eventually in charge of each result, and additionally guaranteeing that the authoritative procedures work easily.

Yates (2014) concurs that the world is extremely competitive, and it is the leaders with foresight, creativity and innovation, that easily navigate the accompanying challenges. The success of organizations is often enabled or constrained by the leadership, organization structure. Thus, with the ensuing global challenges, organizations require a type of leadership authority that encourage innovation and creativity exhibited across the organizational spectra. Even though innovation and creativity applied by the leadership propel organizations to grow, they are still affected by external factors ranging from social, economic political and institutional variables. Transformational leaders have an important role to play as far as organizational development is concerned. Important to note therefore, that fostering innovation and creativity by the leadership has strong correlation with the ability of organizations to influence the environment they operate (Small bone & Welter, 2001). There is substantial information demonstrating even with innovation and creativity, efforts in transforming government institutions and even businesses are still faced with challenges both in developed and developing economies (Niska & Vesala, 2013; Dennis, 2011).

At the heart of sustained creativity and innovation, is a leadership that relentlessly supports and invests in it (Bushra et al.,2011). Pioneers can effectively energize whatever authoritative structure to support innovation and creativity that yield returns to the company. This can be done through making working conditions to be facilitative of innovation as well as establishing incentives and rewards structure. When employees are aware that their innovative, and or creativity will be recognized, they will go the extra mile to bring new solutions to their organizations (Huse, 2012).

Yates (2014) underlines that authoritative pioneers should accordingly regard, esteem, and saddle the extravagance of thoughts, foundations, and points of view of each representative and permit them to utilize their one of a kind individual resources and encounters to work for the association. Also, he says, the top initiative of the association must esteem creativity themselves and be excited about empowering new improvements. Accordingly, an energizing vision creates a workplace where everybody can take an interest completely and accomplish proficient and self-improvement in the quest for a typical vision (Howell & Frost, 2013). Per Rai and Sinha (2014), the pioneer motivates others with a reason and a more noteworthy feeling of mission. This sort of workplace is helpful bringing out the best from employees as well as optimal utilization of organization's resources. Huse (2012) contend that pioneers must refrain from treating the people as capital goods but instead as people with feelings and needs.

2.3 Idea Articulation

From a leadership standpoint, an idea can be defined in many ways, all of which includes but not limited to futuristic insight. An organization can be formulating a direction for achieving certain goals through articulation of ideas. Bell and Menguc (2012) opines that vision plays the role of pointing the direction an institution intends to take. It's the responsibility of the transformational leader not only to stimulate the follower's intellect by painting a directional picture, but also the

methodology for execution. Koys (2014) views the transformational leader's task as that of harnessing the people's intellectual capital towards organization's goals.

Transformational leadership is quite intentional in exercise. Bass and Avolio (2006) argue that it is also an important forerunner to construction of the confidence or force that is required by group's to be successful when facing difficult challenges. 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 continuous improvement and development. Even with the much-admired transformational style of leadership, in terms of its organization-wide gains (Koys, 2014), the leader(s) will always have to deliberately improve himself (Bushra et al., 2011). It has a significant but indirect effect on the performance of an organization by influencing the behaviour of subordinates to optimize their performance and outcomes (Yukl & Van, 2015). Burns introduced the concept of transformational leadership for the first time in late 70s (Burns, 1978). This was espoused in his book "Leadership" to the effect that transformational leadership is not a predetermined set of behaviours, but a way in which followers and leaders commit to grow to greater heights of ethics and impetus.

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 intellectual stimulation 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 individual measurement parameters, while one-way ANOVA was used to examine variability. Besides, the strength of association between the variables was determined using Chi-square tests. SPSS was used to analyze the data, and results presented in tables.

4.0 THE STUDY FINDINGS

4.1 Mean and Standard Deviation for Intellectual Stimulation on Performance of Judicial Staff

The results showed that there was a general minimal variation on judicial staff's view concerning how intellectual stimulation of judicial officers influences their performance. From the table 1, what could be considered as large variation compared to the rest of the measurement parameters was on whether judicial staff perform their work effectively because the judicial officers suggests modern ways of completing tasks; M-2.98, SD-0.393.

Table 1: Mean and Standard Deviation for Intellectual Stimulation

Intellectual Stimulation	Mean	Standard Deviation	N
The judicial officer suggests new ways of completing work duties.	2.94	0.250	312
The judicial officer encourages creativity in solving work related problems.	2.91	0.143	312
The judicial officer appreciates when I am inquisitive and seek to know more.	2.86	0.168	312
INFLUENCE OF INTELLECTUAL STIMULATION ON PERFORMANCE OF JUDICIAL STAFF			
I perform my work effectively because the judicial officer suggests modern ways of completing tasks.	2.98	0.393	312
I put extra effort in my work because the judicial officer encourages innovativeness in solving work related challenges.	3.17	0.363	311
I am satisfied with my work because the judicial officer encourages me to be inquisitive and seek to know more.	2.89	0.218	312

4.2 Correlation between Intellectual Stimulation on Performance of Judicial Staff

The results of correlation analysis between intellectual stimulation and performance of judicial staff indicated that these variables were positively correlated. The results for Pearson Correlation test showed that there was a positive correlation between judicial officer's ability to suggests new ways of completing work duties and performance of judicial staff, $r(312) = 0.679$, $p < .05$. There was a positive correlation between the judicial officer's ability to encourage creativity in solving work-related problems and performance of judicial staff, $r(312) = 0.685$, $p < .05$. Finally, the results for Pearson Correlation test showed that there was a positive correlation between judicial officer's ability to appreciate when staff is inquisitive and seek to know more and performance of judicial staff, $r(312) = 0.630$, $p < .05$. These results were presented in table 2.

Table 2: Correlation Analysis between Intellectual Stimulation and Performance of Judicial Staff

		Performance of Judicial Staff	
The judicial officer suggests new ways of completing work duties	Pearson Correlation	0.679	
	Sig. (2-tailed)	0.000*	
	N	310	
The judicial officer encourages creativity in solving work related problems	Pearson Correlation	0.685	
	Sig. (2-tailed)	0.000*	
	N	310	
The judicial officer appreciates when I am inquisitive and seek to know more	Pearson Correlation	0.630	
	Sig. (2-tailed)	0.000*	
	N	310	

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

4.3 One-Way ANOVA

The study conducted one-way ANOVA to test the mean difference between the measurement parameters of intellectual stimulation and the performance of judicial staff. The study treated the likert scale (1-5) responses of individual questions (measurement parameters) as group responses and thus calculated their group means. The results as indicated in table 3 found that there was no significant difference in means of measurement parameters of intellectual stimulation and the performance of judicial staff.

Table 3: Analysis of Variance for Intellectual Stimulation

		Sum of Squares	df	Mean Square	F	Sig.
The judicial officer encourages creativity in solving work related problems	Between Groups	214.179	9	23.798	82.272.000*	
	Within Groups	34.434	302	0.114		
	Total	248.613	311			
The judicial officer suggests new ways of completing assignments	Between Groups	243.763	9	27.084	23.793.000*	
	Within Groups	44.834	302	0.148		
	Total	288.597	311			
The judicial officer appreciates when I am inquisitive and seek to know more	Between Groups	219.236	9	24.360	98.234.000*	
	Within Groups	40.333	302	0.134		
	Total	259.569	311			
INFLUENCE OF INTELLECTUAL SIMULATION ON PERFORMANCE OF JUDICIAL STAFF						
I work smart since the judicial officer encourages innovativeness in solving work related challenges	Between Groups	296.175	9	32.908235.834.		
	Within Groups	.000	302	.000		
	Total	296.175	311			
I perform my work efficiently as the judicial officer suggests modern methods of completing tasks	Between Groups	296.278	9	32.920	335.334.000*	
	Within Groups	10.679	302	.035		
	Total	306.957	311			

I seek self – improvement because the judicial officer encourages me to be inquisitive.	Between Groups	289.351	9	32.150	204.349.000*
	Within Groups	36.911	302	.1222	
	Total	326.262	311		

*p<.05

4.4 Chi-Square Test on Intellectual Stimulation and Performance of Judicial Staff

Chi-square test was used to test the strength of association between intellectual stimulation and performance of judicial staff. The results for chi-square test showed that there was a strong association between judicial officer's ability to suggests new ways of completing work duties and performance of judicial staff, $\chi^2(16, N=310) = 237.534$, $p<0.05$. There was a strong association between judicial officer's tendency to encourage creativity in solving work-related problems and performance of judicial staff, $\chi^2(16, N=310) = 221.827$, $p<0.05$. In addition, the results for chi-square test showed that there was a strong association between judicial officer's ability to appreciate when a judicial staff was inquisitive and sought to know more and performance of judicial staff, $\chi^2(16, N=310) = 198.513$, $p<0.05$. These results were as presented in the table 4.

Table 4: Chi-square Association between Intellectual Stimulation and Performance of Judicial Staff

	Performance of judicial staff	
The judicial officer suggests new ways of completing work duties.		237.53
	Pearson Chi-Square	4
	Sig. (2-tailed)	0.000*
	df	16
The judicial officer encourages creativity in solving work related problems.		240.99
	Pearson Chi-Square	4
	Sig. (2-tailed)	0.000*
	df	16
The judicial officer appreciates when I am inquisitive and seek to know more.		198.51
	Pearson Chi-Square	3
	Sig. (2-tailed)	0.000*
	df	16

*p<.05 level (2-tailed)

5.0 DISCUSSIONS AND CONCLUSIONS

The aim of the study was to establish the influence of intellectual stimulation on performance of judicial staff in Kenya.

5.1 Discussions

Correlation test showed that there was a positive correlation between judicial officer's ability to suggest new ways of completing work duties and performance of judicial staff, $r(312) = 0.679$, $p < .05$ and Judicial Officer ability to encourage creativity in solving work-related problems and performance of judicial staff, $r(312) = 0.685$, $p < .05$. The findings agree with Lale (2012) who investigated the effect of transformational leadership on institutional innovation, and found that positive impact of transformational leadership on organizational innovation and staff performance. The findings are also in agreement with Samad (2012) study that found transformational leadership and innovation have significantly enhanced the overall organizational performance in Malaysian logistics companies.

By considering the result, $M=3.17$, $SD=0.363$, intellectual stimulation stirs up the spirit of innovation that causes questioning of old assumptions and old methodologies of executing the task to develop most efficient ways of accomplishing a task (Sundi, 2013). Bushra et al., (2011) argues that leader persuades employees to be creative and/or innovative when carrying out work related tasks. Myrtle (2010) argues that intellectual stimulation enhances one's cognitive development at work and tends to create a deeper connection to the work and a stronger feeling of responsibility to the organization. Wheatley (2001) contend that the leader inspires others with a purpose and a greater sense of mission, changes in supporters that eventually converts them into productive and creative leaders by recognizing innovation is a potential that exists in all the people.

It was imperative for the study to find out the strength of association between intellectual stimulation and performance of judicial staff, Chi-square tests revealed that there was a significant association between intellectual stimulation and the performance of judicial staff, that is, $\chi^2(16, N=310) = 237.534$, $p < 0.05$. That implied that the judicial officers encouraging creativity in solving work related problem, suggesting new ways of completing assignment and appreciating staff inquisitive nature have direct influence on overall job satisfaction, extra effort and effectiveness (Misbah & Sabreen, 2014). From the results, $\chi^2(16, N=310) = 237.534$, $p < 0.05$, intellectually stimulating leaders allow others to be inquisitive and to question their beliefs, assumptions, and values. Leaders encourage creativity and innovative thinking by empowering their employees to have different perspective to different situations to have new ways of completing tasks that are assigned to them (Wang & Howell, 2010). The study affirms

intellectual stimulation by showing that extent of variability of job satisfaction that is influenced by employee creativity and innovation.

Ladd and Marshall (2014) explains that creative and innovative thinking improves individual and organizational development, which in turn provides a sense of job satisfaction. Intellectual stimulation advocates for innovative and creative way of doing tasks (Abugre, 2011), which agrees with the study finding M-0.291, SD-0.143 and M-0.317, SD-0.363. The stimulation that pushes critical thinking for problem solving using new approaches of completing tasks (Zainnudin & Isa, 2011). This goes to show that the judiciary is in the right tract of encouraging creativity and innovation with the judicial officer creating an environment which allows for intellectual stimulation thus improving performance of the judicial staff.

The study underscored, from the finding M-0.291, SD-0.143, that encouraging creativity explained a larger part of stimulation. Meaning that, even though more suggestions accounted for intellectual stimulation, it was not extracted first. In today's workplace, creativity and innovation is required due to the evolving business environment created by new technology, globalization, instability and business turbulence (Dodi, 2014). There is need to package oneself with abilities that can enable one to wade the murky waters of the workplace (Naqvi et al., 2013). A judicial officer suggesting new ways of completing tasks contributes more to the variability of intellectual stimulation of judicial staff as compared to other factors listed. It is important for leaders to encourage creativity and they can do this by building benevolent and good working conditions for their subjects (Braun et al., 2013). Creativity is drawn out when employees reaches a point where they feel secured and acknowledged (Merhabi, 2013).

Chi-square tests revealed that there was a significant association between intellectual stimulation and the performance of judicial staff, that is, $\chi^2(16, N=310) = 237.534, p < 0.05$. Chi-square test on the influence of intellectual stimulation on judicial staff performance revealed that there was a strong association between judicial officer's tendency to encourage creativity in solving work-related problems and performance of judicial staff, $\chi^2(16, N=310) = 221.827, p < 0.05$; and judicial officer's ability to appreciate when staff is inquisitive and seek to know more and performance of judicial staff, $\chi^2(16, N=310) = 198.513, p < 0.05$. These results showed that intellectual stimulation as an attribute of transformational leadership style, influences the performance of judicial staff. Thus, the study rejects the null hypothesis that there is no significant relationship between intellectual stimulation of judicial officers and performance of judicial staff. This result, $\chi^2(16, N=310) = 221.827, p < 0.05$ agrees with

Bushra et al., (2011), who argued that leaders encourage creativity and innovative thinking by empowering their employees to have different perspectives to different situations in order to have new ways of completing tasks that are assigned to them. Intellectual stimulation urges for innovative and creative way of doing tasks, which in turn provides a sense of job satisfaction. It is important for leaders to encourage creativity, which they can do by building benevolent and good working conditions for their subjects (Lale, 2012).

From the foregoing description, and the study finding, $\chi^2(16, N=310) = 198.513, p < 0.05$, it is apparent that intellectual stimulation of the transformational leader influences the staff at a personal level. The more reason, in comparison to other independent variables associated with

transformational leadership why intellectual stimulation did significantly influence the performance of judicial staff. This observation and hence the argument is corroborated by Anjali and Anand (2015), who pointed out that the development of staff commitment in an organization is enhanced in part, when a leader intellectually stimulates. It is obvious that when staff are developed, organizational performance is improved. Indeed, Sundi (2013) emphasizes that employees function well in an environment where rationality and creativity thrives, and that intellectual stimulation is key in entrenching it.

From the result, $M=2.89$, $SD=0.218$, transformational leadership enhances employee job satisfaction as the transformational leader interacts with subordinates to motivate them to achieve maximum results in their work assignments and responsibilities (Jalal et al., 2012). It could be argued therefore that in the present hyper-competitive and globalized universe, to achieve organizational excellence in a sustainable manner, leaders must adopt efficacious leadership style that are responsive to the dynamic operating universe. A leadership style is the disposition a concerned leader deploys while guiding organizational members in the team in appropriate framework (Fenwick & Gayle, 2014).

5.2 Conclusion

The study sought to find out the influence of intellectual stimulation of judicial officers on the performance of judicial staff in Kenya. The study concluded that all the measurement parameters of intellectual stimulation had a positive and significant influence on the performance of judicial staff. When the intensity or magnitude of the measurement parameters were determined, suggesting new ways of accomplishing work duties had the greatest influence on the performance of judicial staff, followed by encouraging creativity in solving work related problems and lastly, appreciating staff when they are inquisitive in and willing to know more.

The study assertively points out that intellectual stimulation of judicial officers, positively and significantly influenced the performance of judicial staff in Kenya's Judiciary. The study concluded that judicial officers should suggest innovative ways of completing work duties; should encourage creativity in solving work-related problems and be appreciative when a judicial staff is inquisitive and seek to know more. These will significantly assist judicial staff to perform their work efficiently, put extra effort in their work and help them attain job satisfaction.

5.3 Recommendations

To improve staff performance judicial officers should be innovative on efficient ways of completing work duties, should encourage creativity in solving work-related problems, and appreciate staffs who are inquisitive and seek to know more. These will significantly help judicial staff perform their work effectively, put extra effort in their work, and help them attain job satisfaction respectively.

REFERENCES

- Abugre, W. (2011). *Transformational Leadership Theory - The 4 Key Components in Leading Change & Managing Change*. [Retrieved 08/05/2011].
- ADB. (2008). *Managing Knowledge Workers*. Manila. Available: www.adb.org/documents/information/knowledge-solutions/managing-knowledge-workers.pdf
- Ahanger, S. G. (2009). Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance. *The Leadership Quarterly*, 23(3), 443-455.
- Anjali, K., & Anand M. (2015). "Setting the stage for effective leadership: Antecedents of transformational leadership behaviour", *The Leadership Quarterly*, Vol. 15, pp.195-210.
- Askenas, R., Ulrich, D., Jick, T., & Kerr, S. (2002). *The boundaryless organization: Breaking the chains of organizational structure*. San Francisco: Jossey-Bass, 1-3.
- Bass, B. M. & Avolio, B. J. (2006) Transformational Leadership and Organizational Culture, *Public Administration Quarterly*, 12, 113-121.
- Bass, B.M. (1985), *"Leadership and Performance beyond Expectations,"* Free Press, New York
- Bass, B.M. (1987). *"Concepts of Leadership,"* In Vecchio, R.P. (ed), *Leadership: Understanding the Dynamics of Power and Influence in Organizations*, University of Notre Dame Press.
- Bell, Z., & Menguc M. (2012). Transformational leadership in an acquisition: A field study of employees. *The Leadership Quarterly*, 18, 49–68.
- Boomer, L. G. (2012). Leadership, management and administration: What's the difference? *Accounting Today*, 26(9), 34-34.
- Braun, S., Peus, C., Weisweiler, S., & Frey, D. (2012). Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *The Leadership Quarterly*.

Burns, J. M. 1978). *Leadership*. Harper& Row, New York.

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

Cossin, M., & Caballero, H. (2013). Transformational Leaders and Work Performance: The Mediating Roles of Identification and Self-efficacy. *The Leadership Quarterly*, 2013;(April):490–512.

Dennis, W.J. (2011), “Entrepreneurship, small business and public policy levers”, *Journal of Small Business Management*, Vol. 49 No. 1, pp. 92-106.

Dodi, W. I. (2014). Employee Participation in Decision-Making: Evidence from a State-Owned Enterprise in Indonesia. University of Brawijaya, Faculty of Economics and Business, Management Department, Jl. M.T. Haryono No. 165, Malang, 65145 East Java, Indonesia, UDC 005.32 (594)

Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2012). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and extension. In B. J. Avolio & F. J. Yammarino (Eds.). *Transformational and charismatic leadership: The road ahead* (pp. 36-66). Oxford: Elsevier Science.

Elkins, M., & Keller. (2013). Leadership models, methods, and applications. In I. B. Weiner (Series Ed.) & W. C. Borman, D. R. Ilgen, & R. Klimoski (Vol. Eds.), *Handbook of psychology, Vol. 12: Industrial and organizational psychology* (pp. 277– 307). Hoboken, NJ: Wiley.

Fenwick, T. & Gayle, M. (2014). *Reconceptualising Professional Learning in Turbulent Times: changing knowledges, practices, and responsibilities*. London: Routledge

Freeman, E., & Stewart, L. (2006). *Developing ethical leadership*. Institute for Corporate Ethics

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.

- Grant, A. M. (2012). Leading with meaning: Beneficiary contact, prosocial impact, and the performance effects of transformational leadership. *Academy of Management Journal*, 55(2), 458-476.
- Harvard Manage Mentor (2000). *Managing for Creativity and Innovation*. Boston: Harvard Business School Press
- 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
- IBAHRI (2010). *Restoring integrity: An assessment of the needs of the justice system in the Republic of Kenya*. A Report of the International Legal Assistance Consortium and International Bar Association Human Rights Institute (IBAHRI), Supported by the Law Society of Kenya
- Jalal, R. M., Khawaja, K., Kamariah, N. M., Fosa, S., Muhd, Y. R., & Ahmad, S.Z., (2012). Transformational Leadership and Job Satisfaction. *American Journal of Economics June 2012, Special Issue*: 145-148 DOI: 10.5923/j.economics.20120001.32
- Judiciary (2015a). *Institutionalising Performance Management and Measurement in The Judiciary*. Nairobi, Kenya.
- Judiciary (2015b). *Judiciary Transformation Framework, 2012-2016*. Nairobi, Kenya.
- Koys, D.J., (2014). Inductive measures of psychological climate, *Human Relations*, 44(3):265–285.
- Ladd, Y., & Marshall, M. (2014). "Transformational leadership and dimensions of creativity: Motivating idea generation in computer-mediated groups", *Creativity Research Journal*, vol. 11, no. 2, pp. 111-121.

- Lale, T.M. (2012).). Explaining the effects of transformational leadership: An investigation of the effects of higher-order motives in multilevel marketing organizations. *Journal of Organizational Behavior*, 22, 849–869.
- Lucas, M., & Donnellan, F. (2012). Design and analysis in dissemination and implementation research. Purposeful Sampling for Qualitative Data Collection and Analysis in Mixed Method Implementation Research. Springer Science+Business Media New York 2013 42(5): 533-44.
- Lumbasi, G.W., (2015). The Effect of Leadership Styles on Employee Performance Among Company of The Year Award Senior Managers in Kenya.
- Maingi (2012). A Review of the literature on employment turnover. *African Journal of Business Management*, Vol. 1, pp. 49-54.
- Merhabi, Q. G. (2013). A Survey on the Relationship between Transformational Leadership and Employee's Empowerment: A Study among Iranian Hospital Employees. *Indian Journal of Fundamental and Applied Life Sciences* Vol. 4 (S4), pp. 1651-1655
- Misbah, K., & Sabreen, J. (2014). *Educational research in an age of accountability*. Boston: Pearson Education.
- Muchiri, K., Cooksey, R. & Walumbwa, F. (2012). Transformational and social processes of leadership as predictors of organizational outcomes. *Leadership & Organization Development Journal*, 33 (7), 662 – 683
- Myrtle, S.R. (2010). The Impact of Top Management Actions on Employee Attitudes and Perceptions. *Group & Organization Studies*, 15(3), 337-352.
- Nanjundeswaraswamy, T. S. & Swamy, D. R., (2014). “Leadership styles” *Advances in Management* Vol. 7(2) February (2014) 57.
- Naqvi, S. M., Ishtiaq, M., Kanwal, N & Ali, M. (2013). Impact of Job Autonomy on Organizational Commitment and Job Satisfaction: The Moderating Role of Organizational Culture in Fast Food Sector of Pakistan. *International Journal of Business and Management*, 8(17), 92-102. New York: Longman.

- Niska, M. and Vesala, K.M. (2013), “SME policy implementation as a relational challenge”, *Entrepreneurship and Regional Development: An International Journal*, Vol. 25 Nos 5-6, pp. 521-540.
- Njogu, L. N., (2015). The Effect of Transformational Leadership on Staff Performance in State Owned Enterprises in Kenya.
- Pillai, R., & Williams, E. S. (2014). Fairness perception and trust as mediators for transformational and transactional leadership: A two-sample study. *Journal of Management*, 25(6), 897–933.
- Samad, W. S. (2012). The effect of organizational learning on organizational commitment, job satisfaction and work performance. *Journal of Applied Business Research*, 25(6), 55–65.
- Sihanya, K. (2013). Effects of transformational leadership on empowerment and team effectiveness. *Leadership and organization development Journal*, 24(6), 335-344.
- Smallbone, D. & Welter, F. (2001), “The role of government in SME development in transition economies”, *International Small Business Journal*, Vol. 19 No. 4, pp. 63-77.
- Smothers, D., Celuch, P., & Valadares, K. (2016). The influence of financial participation and participation in decision-making on employee job attitudes, *International Journal of Human Resource Management*, 15, 3, 587-616.
- Sundi, K. (2013). Effect of Transformational Leadership and Transactional Leadership on Employee Performance of Konawe Education Department at Southeast Sulawesi. *International Journal of Business and Management Invention*
- Wang, X. H., & Howell, J. M. (2010). Exploring the Dual-Level Effects of Transformational Leadership on Followers. *Journal of Applied Psychology*, 95(6), 1134–1144.
- Wheatley, M. (2001). Innovation means relying on everyone’s creativity. *Leader to Leader*, (Spring) <http://www.margaretwheatley.com/articles/innovationmeans.html>.
- Yakubu, M. (2012). Employing transformational leadership to enhance the quality of management development instruction. *Journal of Management Development* 22(1) 6-13.

- Yates, L. A. (2014) Exploring the Relationship of Ethical Leadership with Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behaviour, *The Journal of Values-Based Leadership*, 7(1).
- Yukl, G. & Van F., (2015). An Evaluation of the Conceptual Weaknesses in Transformational and Charismatic Leadership Theories. *Leadership Quarterly*.10(2), 285–305.
- Zainnudin, W., & Isa, H. (2011). Transformational leadership and transactional leadership enabling (disabling) knowledge acquisition of self-managed teams: The consequences for performance. *Leadership and Organization Development Journal* 23(4) 186-197.
- 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.