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**EFFECT OF INTELLECTUAL STIMULATION ON
EMPLOYEE PERFORMANCE IN REGULATORY
STATE CORPORATIONS IN KENYA**

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EFFECT OF INTELLECTUAL STIMULATION ON EMPLOYEE PERFORMANCE IN REGULATORY STATE CORPORATIONS IN KENYA

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ABSTRACT

Purpose: The purpose of the study was to determine the effect of intellectual stimulation on employee performance in regulatory state corporations in Kenya

Methodology: Descriptive correlation design was employed. Proportionate stratified random sampling method was used to select 130 senior level managers from the target population. Primary data was collected using a closed ended questionnaire. Pearson's correlation and regression techniques were used to analyse the data.

Findings: The study revealed a positive and significant correlation between intellectual stimulation and employee performance ($r = 0.776$, $p = 0.002$ ($p < 0.05$)). Intellectual stimulation predicted employee performance ($\beta = .176$, $t = 2.888$, $p < .05$).

Policy Recommendation: The study recommends that for high employee performance to be achieved, leaders must empower employees and give consideration for what works for the employees by encouraging them to take some risks and challenge assumptions. Consequently, allowing for some experimentation among the employees in order to arrive at new ways of doing puzzling tasks would be necessary. These may however cause disruptions in business operations in the short term, but produce long term improvements in organizational effectiveness.

Keywords: *Intellectual stimulation, employee performance, leadership style, regulatory State Corporations.*

1.0BACKGROUND OF THE STUDY

Effective and efficient employee performance are centered in the leader's style, thus leadership self-perception is crucial for success at any level of the organization (Rukmani, Ramesh, and Jayakrishnan, 2010). Accordingly, Popa (2012) assert that if an organization wants to improve its performance, it is the leadership style that should be analyzed and adapted to new requirements. Ojokuku, Odetayo and Sajuyigbe (2012) revealed a strong relationship between leadership style and organizational performance. Similarly, Obiwuru, Okwu, Akpa and Nwankwere (2011) noted that leadership style in an organization is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Amanchukwu, Stanley and Ololube, (2015) noted that leadership styles are the approaches used to motivate followers and therefore the leadership styles should be selected and adapted to fit organizations, situations, groups, and individuals.

Transformational leadership is a leadership style that seeks positive transformations of followers and achieves desired changes through the strategy and structure of the organization (Geib & Swenson, 2013). Transformational leadership helps to bring valuable and positive changes among the followers by exhibiting the role model characteristics, providing intellectual motivation, and showing individual concern for the followers (Shibru & Darshan, 2011). According to Bushra, Usman and Naveed (2011) the philosophical approach to transformational leadership style involves empowering employees and increasing their organizational commitment, thus the transformational leaders articulate a vision that empowers employees and engages them to contribute to the organization, and motivating them to transcend their own self-interests for the sake of the larger organization. Transformational leadership is composed of four elements namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass & Avolio, 1994).

Performance of state corporations has been a matter of on-going concern due to poor governance, weak human resource and institutional capacity, and inadequate performance management framework which has failed to effectively link performance of state corporations to national development goals and individual employee performance to institutional performance (GoK, 2013). One of the reasons for poor performance has been the type of leadership styles in the state corporations. To address this, the Government of Kenya has taken up several initiatives towards better performance and for this reason performance contracts for CEOs in the public sector in Kenya were introduced (Kobia & Mohammed, 2006). However, dismal performance has remained an issue of concern (Oluoch, 2013). Thus the question that needed to be answered was; as to whether transformational leadership style has an effect on employee performance of regulatory state corporations in Kenya.

A study by Paracha, Qamar, Mirza, Inam-ul-Hassan and Waqas (2012) revealed that transformational leadership style positively influence employee performance in Pakistan. This view was supported by Thamrin (2012) and Imran, Fatima, Zaheer, Yousaf and Batool (2012) who argued that transformational leadership has a positive and significant influence on employees' performance. Brown & Arendt (2010), stated that future research that replicates investigation on transformational leadership style and employee performance with a focus on

educating employees about how to notice and accurately report supervisors' leadership behaviors is quite desirable. A replication in a Kenyan setting is needed to ascertain, whether transformational leadership style may have an effect on employee performance of regulatory state corporations in Kenya.

In Africa, Babatunde (2015) ascertained that leadership style affect employee performance in terms of achieving organization goals and objectives in Nigeria. Obiwuru, Okwu, Akpa and Nwankere (2011) revealed that transformational leadership style had positive but insignificant effect on performance. In another study, Ojokuku, Odetayo and Sajuyigbe (2012) revealed that transformational and democratic leadership styles enhance organizational efficiency. Ejere and Abasilim (2013) concluded that despite a hypothesized leadership and performance relationship, there was need to replicate similar studies in different organizations and other countries, so that a broad comparison of the concepts of leadership styles as it relate and impact on organisational performance can be made. This view motivated the need for this study on the effect of transformational leadership style on employee performance in Regulatory State Corporations in Kenya.

In Kenya, studies by Mwangi, Mukulu and Karanja (2011), revealed a positively significant relationship between transformational leadership and organizational performance. Ngaithe (2016) also revealed that transformational leadership style and staff performance in strategic and commercial state corporations was positive and significant. Datche and Mukulu (2015), recognized that literature on leadership style and employee performance in Kenyan state corporations was limited and identified a need for future researchers to focus on specific areas of employee engagement influenced by transformational leadership and their relevance to organizational performance. This study was therefore motivated by these gaps in literature and thus sought to contribute to knowledge by addressing them.

Majority of studies done on Transformational leadership and its effect on employee performance are done outside Kenya and limited empirical studies, justify the need for transformational leadership in regulatory state corporations in the Kenyan Context. There is also limited studies that have looked at how the four transformational leadership constructs affect employee performance. Intellectual stimulation help employees to question their own commonly held assumptions, reframe problems, and approach matters in innovative ways (Kelloway, Turner, Barling, & Loughlin, 2012). This study will establish the effect of intellectual stimulation on employee performance in regulatory state corporations in Kenya.

2.0 LITERATURE REVIEW

Bass (1985) referred to intellectual stimulation as the way a leader questions the status quo and appeals to the intelligence of followers to prompt them to question their own ideas, thus motivating innovative and creative decision-making. Confirming this view, Hater and Bass (1988) argued that the transformational leader through intellectual stimulation arouses followers to think in new ways and emphasizes problem solving skills and the use of reasoning prior to taking action. Intellectual stimulation in leaders facilitates follower empowerment via communication and reassurance to identify issues and their remedies (Smothers, Doleh, Celuch, Peluchette, & Valadares, 2016), leads to the development of staff commitment to the institutions,

implying that organizational goals are achieved based on the dedication and industrious nature of the employees (Anjali & Anand, 2015).

Intellectual stimulation facilitates follower empowerment through communication and encouragement to identify problems and solutions (Smothers, Doleh, Celuch, Peluchette, & Valadares, 2016). Intellectual motivation arouses in employees individual cognitive ability so that they may engage in independent thinking in the course of carrying out their work (Jung, Chow & Wu, 2003). Consequently, this study will focus on the intellectual stimulation constructs of arousing awareness, creativity and innovativeness, empowering and independence (Bass, 1985).

Study findings on the influence of transformational leadership style on organizational performance in three banks operating in Jordan Orabi (2016) revealed that intellectual stimulation had a positive influence on organizational performance. Similarly Snell, Yi and Chak, (2013) confirmed that intellectual stimulation had been extensively noted as an independent variable impacting organizational performance. A descriptive correlation study by Hobman, Jackson, Jimmieson and Martin (2011) on the effects of transformational leadership behaviours on follower outcomes among 149 healthcare employees and 40 supervisors in Australia reported that intellectual stimulation was positively associated with leader identification. The findings supported Kark and Shamir, (2002) views that intellectual stimulation was another form of leadership considered to be crucial in follower's identification with the leader. Furthermore the study also revealed that supportive leadership was positively associated with follower outcomes such as job satisfaction and supervisor-rated performance, whereby the follower outcomes were mediated through leader identification. The study was conducted among health employees in Australia. However, this study will target top management in regulatory state corporations in Kenya.

An empirical study by Fauji and Utami (2013) was carried out to determine whether intellectual stimulation could influence innovation mediated by knowledge sharing, and whether innovation could improve a firm's performance of SMEs in Tegal, Indonesia. Utilizing the purposive sampling technique, the study used a sample of 56 heads of small and medium-sized enterprises (SMEs) engaged in the metal and machinery industries in Tegal which had a total population of 296 SMEs. The inferential statistics revealed that intellectual stimulation had a positive and significant impact on experiential sharing and explicit knowledge sharing. The study further indicated the importance of support from the top management in ensuring that there was willingness of knowledge sharing activities with colleagues. The findings of this study corroborated previous study by Coad and Berry (1998) and Chen and Barnes (2007) which revealed that intellectual stimulation had an explicit positive and significant effect on product innovation.

Gumusluoglu and Ilsev, (2009) investigated the impact of transformational leadership both on followers' creativity at the individual level and on innovation at the organizational level. Data was collected using questionnaires from 163 employees and their leaders in 43 Turkish entrepreneurial software development companies. The findings suggested that transformational leadership has important effects on creativity at both the individual and organizational levels. At the individual level, the results of hierarchical linear modelling showed that there was a positive

relationship between transformational leadership and employees' creativity. In addition, transformational leadership influenced employees' creativity through psychological empowerment. At the organizational level, the results of regression analysis revealed that transformational leadership positively associated with organizational innovation. Creativity and innovation were constructs of intellectual stimulation (Jung *et al.*, 2003). The current study has focused on creativity and innovation as one of the constructs of intellectual stimulation.

A study conducted by Jaiswal and Dhar (2016) sought to determine how employee creativity could be nurtured through transformational leadership with creative self-efficacy moderating the relation. The study was conducted among 424 customer contact employees and their immediate supervisors in tourist hotels in the state of Uttarakhand, India. Multifactor leadership questionnaire (Avolio *et al.*, 1999) was used to collect data from respondents. The study findings revealed that an employee's perception about his or her leader's transformational way of leading and beliefs about his/her ability to perform creatively influenced his or her creative performance. The study confirmed that transformational leaders provided necessary resources through intellectual stimulation. These findings confirmed previous studies by studies (Wang *et al.*, 2014) which revealed that transformational leaders promoted creativity among their subordinates; and Gupta, Singh, Kumar and Bhattacharya (2012), who found positive relationship between transformational leadership and subordinates' creativity.

An empirical research by Hanaysha, Khalid, Mat, Sarassina, Bin Ab Rahman, Ahmad and Bin Zakaria (2012) sought to explore the effect of transformational leadership characteristics on followers' job satisfaction in three universities located in Kedah and Perlis, Malaysia. The study adopted a descriptive research design and only sought the feedback of 320 administrative and clerical staff involved in graduate and postgraduate affairs, thus did not incorporate the views of all the stakeholders in the universities. The study revealed a positive and significant relationship between intellectual stimulation and job satisfaction. The findings of this study are consistent with previous studies conducted by Emery and Barker (2007) who targeted customer contact personnel in the food and banking sector and Lee, Cheng, Yeung and Lai (2011) who targeted operations staff in a retail bank in China.

Yasin, Nawab, Bhatti and Nazir (2014) sought to investigate the relationship of intellectual stimulation, innovations and SMEs performance and to investigate the relationship of innovations to the SMEs performance in Hattar (Haripur) industrial area of SMEs in Pakistan. Data was collected by the use of a structured questionnaire from 50 SMEs with a sample size of 350 employees. Data was analysed using descriptive and regression analysis. The findings revealed a positive relation between intellectual stimulation and SMEs performance, positive relation between the intellectual stimulation and innovations and positive relations between innovations and SMEs performance. However, Srithongrun (2011) revealed that intellectual stimulation did not directly or indirectly affect extra-role behaviour which was an employee's involvement in his or her organization based on the employee's goals, values, and beliefs that were congruent with those of the organization.

An empirical study on the effect of transformational leadership characteristics on followers' job satisfaction by Hanaysha, Khalid, Mat, Sarassina, Bin Ab Rahman and Bin Zakaria (2012) targeted administrative and clerical staff involved in graduate and post graduate affairs in three

universities located in Kedas and Perlis, Malaysia. The research adopted a descriptive research design, whereby questionnaires were used to collect data from a sample of 97 members of staff. The study findings revealed a positive relationship between intellectual stimulation and job satisfaction. The findings corroborated the findings of a study by Mohammad, Al-Zeaud and Batayneh (2011) on the relationship between transformational leadership and employee satisfaction in Jordanian private hospitals.

Sundi (2013) noted that the intellectual stimulation dimension of a transformational leader and employees work was based on rationality and creativity because leaders have the ability to develop rationality and creativity in work of subordinates. Similarly, subordinates and the leader cooperate to resolve problems encountered. Thus intellectual stimulation has a positive effect on employee work. The study concluded that there was a positive and significant effect of transformational leadership on employee performance. This study finding corroborates the views of Garcia-Morales, Martia-Reche and Hurtado-Torres (2008) who viewed intellectual stimulation as a leader's behaviours that promote intelligence, knowledge and learning of employees, so that the employees are more innovative in solving problems and finding solutions to these problems in the course of their work.

Indrayanto et al. (2014) also noted that intellectual stimulation was that aspect of a transformational leader that stimulated subordinates' creativity and innovation to solve problems and find solutions. Consequently, followers would be challenged to find new ways of doing their jobs and to question whether they were in line with the goals of the organization (Nielsen & Cleal, 2011). Thus, the followers were stimulated to achieve high levels of creativity. Jung et al. (2003) argued that due to the fact that many aspects of leadership behaviour could be learned or modified, findings in their study on the role of transformational leadership in enhancing organizational innovation suggest that organizations can improve their innovativeness by helping managers to develop and display transformational leadership behaviours through training and mentoring processes. Previous studies have indicated that intellectual stimulation is one element of transformational leadership that has a positive and significant impact on experiential sharing, explicit knowledge sharing and performance outcomes (Coad & Berry, 1998; Fau & Mira, 2013).

A study conducted by Loon, Lim, Lee, and Tam (2012) confirmed that the intellectual stimulation aspect of transformational leadership may be measured by supervising the work of employees according to the standards and directing employees to look at problems from different viewpoints; directing employees to solve problems from different perspectives and; directing employees or followers to find out new ways in finishing a job. Thus, Fau and Mira (2013) recognized that product innovation and firm performance innovation as significant motivating factors for companies to create value and sustain competitive advantage in an increasingly complex and rapidly changing external environment. Morales, Montes and Jover (2007) ascertained that organizations that embrace innovation have the ability to adapt to market change, having shorter decision chains and faster flexibility

An empirical study on the influence of intellectual stimulation of judicial officers on staff performance by Ayacko, K'Aol and Linge (2017) targeted 770 judicial staff in the Kenyan judiciary. Descriptive correlation research design was used and the result revealed that intellectual stimulation of judicial officers did influence the performance of judicial staff in

Kenya. The measurement parameters of intellectual stimulation in the study were creativity, innovation and inquisitive on the part of staff to know more. The study concluded that all the measurement parameters of intellectual stimulation had a positive and significant influence on performance of judicial staff in Kenya. The measurement parameters in the current study include the leader empowering and allowing independence of staff, arousing awareness, creativity and innovativeness and the population under study was the regulatory state corporations in Kenya.

Hancott (2005) ascertained that intellectual stimulation does indeed improve employee performance. However of contrary view was Ndwiga and Ngaithe (2016), who found that intellectual stimulation did not have any significant effect on organizational performance. Similarly, a study conducted by Suifan and Al-Janini (2017) to examine the relationship between transformational leadership dimensions and employees' creativity in the Jordanian banking sector, revealed that intellectual stimulation did not have a significant relationship with employee creativity. Employee performance is an aspect of organizational performance and the current study seeks to find the effect of intellectual stimulation on employee performance in regulatory state corporations in Kenya.

An empirical study by Ogola, Sikalieh and Linge (2017) on the influence of intellectual stimulation leadership behaviour on employee performance in Small and Medium Enterprises in Kenya, revealed that intellectual stimulation leadership behaviour and Employee Performance in SMEs in Kenya had a strong positive and significant correlation and a positive and significant relationship. The study thus concluded that better employee performance is achieved when a leader encourages employees to think critically in dealing with problems that they encounter in the course of their work as they use their own initiative and seek innovative methods to approach their work and assignments.

Koech and Namusonge (2012), in their study on the effect of leadership styles on performance of state corporations in Kenya, indicated that transformational leaders achieve the greatest performance from subordinates to raise their capabilities for success and develop their innovative problem solving skills. They further confirmed that all transformational leadership behaviours have a strong positive correlation with employee performance. Ndege (2014), in her study on the effect of transformational leadership on result based management in Kenya's civil service, revealed that the level of employee participation in decision making and the level of employee intellectual stimulation in government departments were moderate. Obiwuru et al. (2011) revealed a positive but insignificant effect of intellectual stimulation on employee performance. The current study seeks to establish the effect of intellectual motivation on employee performance in regulatory state corporations in Kenya.

3.0 METHODOLOGY

This study adopted a descriptive research design. 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 21 regulatory state corporations offer supervisory services to other functional state corporations which focus on different sectors. Consequently,

they are heterogeneous units. The units of observation were procurement manager, IT manager, human resource manager, marketing manager, finance manager, operations manager and administrative manager. These members of staff were 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.

4.0 THE STUDY FINDINGS

4.1 Descriptives of Intellectual Stimulation and Employee Performance

The results on table 1 show that the responses given did not vary significantly from the mean value and thus changing the population units' studied would not alter the current outcomes significantly.

Table 1: Mean and Standard Deviation for Intellectual Stimulation

Intellectual Stimulation	N	Mean	Std. Dev
Supervisor provides new ways of looking at puzzling things	113	3.88	.623
Supervisor encourages creativity and innovativeness	113	3.75	.688
Supervisor empowers, removes roadblocks and provide assistance.	113	3.90	.935
Supervisor allows independence for work to be done	113	4.12	.810
Effect of Intellectual Stimulation on Employee Performance			
Extra effort because my supervisor provides new ways of looking at puzzling things.	113	4.68	.468
Work Satisfaction because supervisor encourages looking at problems from many different angles.	113	4.37	.868
Work commitment because supervisor removes roadblocks and provide assistance	112	4.35	.887
Work effectiveness because supervisor allows independence.	112	4.23	.710

4.2 Correlation between Intellectual Stimulation and Employee Performance

The study correlated intellectual stimulation and employee performance and found that all the items of intellectual stimulation were positively and significantly related with employee performance. Findings as illustrated in Table 2 reveal that the relationship between the leader encouraging creativity and employee performance were positive and strongly correlated ($r(113) = .841, p < .000$). Findings on the leader removing roadblocks by providing assistance and employee performance was positive and strongly correlated ($r(113) = .818, p < .001$). Leader providing new ways of looking at puzzling things and employee performance were strongly correlated ($r(113) = .749, p < .000$). Leaders allow independence for staff to work and employee performance had a positive and strong correlation with employee performance ($r(113) = .715, p < .000$).

Findings on employee work commitment and the supervisor empowering staff was positive and strongly correlated ($r(113) = .823, p < .006$). Findings on employees work satisfaction and supervisor encouragement to look at problems from many different angles was positive and strongly correlated ($r(113) = .822, p < .000$). Findings on employees putting extra effort at work and leader proving new ways of looking at puzzling things was positive and strongly correlated ($r(113) = .724, p < .000$). While employee work effectiveness and supervisor allowing independence for staff to perm their work was also positive and strongly correlated ($r(113) = .819, p < .000$).

Table 2: Correlation between Intellectual Stimulation and Employee Performance for All Items

		Employee Performance
	Pearson Correlation	1
Employee Performance	Sig. (2-tailed)	
	N	113
My supervisor provide me with new ways of looking at puzzling things	Pearson Correlation	.749**
	Sig. (2-tailed)	.008
	N	113
My supervisor encourages me to be creative and innovative	Pearson Correlation	.841**
	Sig. (2-tailed)	.000
	N	113
My supervisor empowers me by removing roadblocks and providing assistance	Pearson Correlation	.818**
	Sig. (2-tailed)	.001
	N	113
My supervisor does not impose but allows me some independence when I am doing my work	Pearson Correlation	.715**
	Sig. (2-tailed)	.000
	N	113
I put extra effort in performing my work because my supervisor provides me with new ways of looking at puzzling things.	Pearson Correlation	.724**
	Sig. (2-tailed)	.000
	N	113
I am satisfied with my work because my supervisor encourages me to look at problems from many different angles.	Pearson Correlation	.822**
	Sig. (2-tailed)	.000
	N	113
I am committed to doing my work because my supervisor removes roadblocks and provide assistance for me do my work.	Pearson Correlation	.823**
	Sig. (2-tailed)	.000
	N	112
I perform my work effectively because my supervisor allows some independence in performing my work	Pearson Correlation	.819**
	Sig. (2-tailed)	.000
	N	112

The study sought to determine the relationship between intellectual stimulation index and employee performance using correlation analysis and found that the two variables were strongly correlated $r(113) = .776, p = .002$. The results are as shown in Table 3. This finding therefore confirm that the adoption of intellectual stimulation in an organization will bear positive results as its extent of use will determine the extent of employee performance in the organization.

Table 3: Correlation Analysis on Intellectual Stimulation Index

		Intellectual Stimulation
Employee Performance	Pearson Correlation	.776**
	Sig. (2-tailed)	.002
	N	113

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

4.3 Hypothesis Testing on Intellectual Stimulation

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

H₁: Intellectual stimulation has a significant relationship with employee performance in regulatory state corporations in Kenya

Table 4.: Model Summary for Intellectual Stimulation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.636	.607	.728

a. Dependent Variable : Employee Performance

b. Predictors: (Constant), Intellectual Stimulation

The study found that intellectual stimulation explained a significant proportion of variance in employee performance, $R^2 = .636, F(1,113) = 33.983, p < 0.01$. This implies that 63.6% of the proportion in employee performance can be explained by intellectual stimulation in regulatory state corporations of Kenya. This means that the null hypothesis was rejected.

Table 1: ANOVA Table for Intellectual Stimulation

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.158	1	12.899	33.983	.000 ^b
	Residual	36.078	111	.084		
	Total	37.236	112			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Intellectual Stimulation

The findings indicate that the significance value in testing the reliability of the model for the relationship between intellectual stimulation and employee performance was $F(1, 113) = 33.983$, $p = 0.00$. Therefore the model is statistically significant in predicting the relationship between intellectual stimulation and employee performance. Results are as presented in Table 5.

Table 6: Model Coefficients for Intellectual Stimulation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.699	.335		14.037	.000
1 Intellectual Stimulation	.159	.084	.176	2.888	.012

a. Dependent Variable: Employee Performance

The study found that intellectual stimulation significantly predicted employee performance, $\beta = .176$, $t(113) = 2.888$, $p = .012$. This finding implied a rejection of the null hypothesis and therefore alternative hypothesis is taken as true. The study therefore concluded that intellectual stimulation significantly influences employee performance in regulatory state corporations in Kenya.

5.0 DISCUSSION, CONCLUSIONS, AND DISCUSSIONS

5.1 Discussion

The study sought to establish the effect of intellectual stimulation on employee performance in regulatory state corporations in Kenya. The study established that the leader encouraging creativity and innovation were positive and strongly correlated with employee performance. This findings support the findings of Mittal and Dhar (2015) which noted that creative self-efficacy mediated the relationship between transformational leadership and employee creativity. Wang, Tsai and Tsai (2014) also observed that the supervisor's transformational leadership dimension of intellectual motivation positively influenced employee self-efficacy and creativity. This caused the employee performance outcome to improve. The study findings confirmed the views of Jung et al. (2003) who established that transformational leaders mobilized organizational resources and motivated individuals to work toward creative outcomes and improved employee performance. The study revealed that the employees were committed to work because the leader empowered employees, provided assistance and removed roadblocks. This findings supported those of Smothers, et al. (2016) who observed that intellectual stimulation facilitated follower empowerment through communication and encouragement for employees to identify problems and solutions.

The study findings on correlation analysis between the intellectual stimulation index and employee performance and found that the two variables were strongly correlated. The study found that intellectual stimulation significantly predicted employee performance. The study findings supported Fauli and Utami (2013) who had found that intellectual stimulation had a positive and significant impact on experiential sharing and explicit knowledge sharing in SMEs in Indonesia. The study findings corroborated Hanaysha et al. (2012) who revealed that intellectual stimulation had a positive and significant relationship with job satisfaction in three universities in Malaysia. The findings also supported the findings of Sundi (2013) who revealed that intellectual stimulation had a positive effect on employee work performance. The study also supported the findings by Koech and Namusonge (2012) who confirmed that the transformational leadership had a strong and positive relationship with employee performance in state corporations in Kenya. The findings implied a rejection of the null hypotheses.

The study found that intellectual stimulation explained a significant proportion of variance in employee performance. The study results confirmed the findings by Ayacko et al. (2017) who carried out a study on the influence of intellectual stimulation on employee performance of judiciary officers in Kenya and found that intellectual stimulation had a positive and significant influence on employee performance. The findings of this study also supported the results by Hancott (2005) who ascertained that intellectual stimulation did indeed improve employee performance. The findings of this study corroborated Shin and Zhou (2003) who suggested that intellectual stimulation behaviour of a transformational leader on intrinsic motivation of the team members led to positive project outcomes and task performance. The study results also confirmed a study by Ogola, Sikalieh and Linge (2017) who revealed that intellectual stimulation had a positive and significant influence on employee performance.

The findings of the study revealed that when a leader arouses awareness among employees, encourages creativity and innovativeness, empowers and shifts power from the top to the employees and allows independence, job autonomy and provides a free hand then employees will put extra effort in their work. This finding supported the study by Hobman et al., (2011) who revealed that intellectual stimulation is positively associated with leader identification. This finding also supported Kark and Shamir (2002) who viewed the intellectual stimulation as crucial in the follower's identification with the leader. Gumusluoglu and Ilsev (2009) observed that transformational leadership had a positive relationship with employees' creativity and transformational leadership influenced employee creativity through psychological empowerment. Gupta et al. (2012) also observed a positive relationship between transformational leadership and subordinates' creativity.

However, the study was not in line with the findings by Ndege (2014) who revealed that the level of employee participation in decision making and level of employee intellectual stimulation in the civils service in Kenya revealed a moderate influence. Similarly Obiwuru et al (2011) revealed that intellectual stimulation and employee performance had a positive but insignificant influence in government departments in Nigeria. The study findings did not also support the findings by Srithongrun (2011) who revealed that intellectual stimulation did not directly or indirectly influence employee extra role behaviour.

A transformational leader is able to achieve employee performance in a rather competitive environment by providing new ways of looking at puzzling things and arousing awareness amongst the employees, encouraging creativity and innovativeness by not allowing criticism of employees who come up with new ideas, empowering and allowing them independence to work. The study further illustrated that as the leader allowed some independence when the employees were doing their work, the employees tended to work effectively and performance outcomes improved. The followers or employees were then able to conceptualize, comprehend and analyse work related issues they faced and generated solutions to the issues (Yammarino, Spangler, & Bass, 1993).

5.2 Conclusions

The study findings established that intellectual stimulation provides new ways of looking at puzzling things which encourage employees to put extra effort in performing their work. The intellectual stimulated leader encourages creativity and innovativeness among employees, such that the employees are encouraged to look at problems from different angles in order to come up with the best available option to perform the tasks assigned an overall improvement in performance outcomes. The study established that the intellectual stimulated leader empowers and allows independence for employees to perform work that has been assigned and this leads to work commitment, because the employees then take ownership and responsibility of performance outcomes.

5.3 Recommendations

Intellectual stimulation significantly influences employee performance. The study recommends leaders to inspire employees to embrace new ideas and reach higher levels of performance. The leaders must therefore strategize on how to empower employees and give consideration for what works for the employees by encouraging them to take some risks and challenge assumptions. It is recommended that the leader seek to improve processes and overcome obstacles. Consequently, allowing for some experimentation among the employees in order to arrive at ways of doing puzzling tasks. This may however cause disruptions in business operations in the short term but produce long term improvements in organizational effectiveness.

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