

American Journal of  
**Leadership and Governance**  
(AJLG)

**LEADERSHIP**  
and  
**GOVERNANCE**

**EFFECT OF IDEALIZED INFLUENCE AND  
INSPIRATIONAL MOTIVATION OF THE CEO ON  
PERFORMANCE IN THE PRIVATE SECTOR IN KENYA**

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## **EFFECT OF IDEALIZED INFLUENCE AND INSPIRATIONAL MOTIVATION OF THE CEO ON PERFORMANCE IN THE PRIVATE SECTOR IN KENYA**

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### **Abstract**

**Purpose:** The purpose of this study was to determine the effect of idealized influence and inspirational motivation of the Chief Executive Officer (CEO) on the performance of senior managers in the private sector in Kenya.

**Methodology:** The study adopted the positivism research philosophy and descriptive correlational research design. The target population consisted of 984 senior managers reporting to the CEOs of 183 private sector companies under the umbrella of the Kenya Private Sector Alliance (KEPSA). A sample size of 284 was drawn using stratified random sampling, and data was collected using structured questionnaires. A response rate of 92% was realized. Data was analyzed using descriptive statistics namely frequencies, means, and standard deviation. Inferential statistics were also used in the analysis which included Pearson's correlation, Analysis of Variance (ANOVA) and multiple linear regression.

**Results:** Results of the multiple linear regression showed that the CEO's idealized influence significantly predicted performance of senior managers  $R^2 = .505$ ,  $F(1, 260) = 264.042$ ,  $p < .05$ ;  $\beta = .711$ ,  $t(260) = 16.249$ ,  $p < .05$ . Further, multiple linear regression results indicated that inspirational motivation of the CEO significantly predicted the performance of senior managers,  $R^2 = .564$ ,  $F(1, 260) = 335.141$ ,  $p < .05$ ,  $\beta = .751$ ,  $t(260) = 18.307$ ,  $p < .05$ . Testing the influence of goal orientation as a moderating variable showed that goal orientation significantly predicted the relationship between idealized influence and inspirational motivation of the CEO and performance of senior managers  $R^2 = .839$ ,  $F(2, 5) = 265.099$ ,  $p < .05$ ,  $\beta = .111$ ,  $t = 3.900$ ,  $p < .05$ .

**Unique contribution to theory, practice and policy:** The study provides a unique contribution to the theory and practice of transformational leadership in a new context in terms how transformational leadership behavior associated with the dimensions of idealized influence and inspirational motivation, affect performance of senior managers in private sector organizations. The findings are useful for private sector organizations and policy makers in explaining effective leadership behaviors that can be applied by the CEO for improving performance of senior managers. These will be useful in enhancing performance improvement strategies. Researchers and academicians will also find the study useful in defining new research dimensions by using the research results to expand related arguments in future.

**Keywords:** *transformational leadership, idealized influence, inspirational motivation, Chief Executive Officer, performance, senior managers, private sector*

## 1.0 INTRODUCTION

### 1.1 Background of the Study

Leadership drives organization performance (Jestaz, 2014). Deloitte's 2015 Global Human Capital Trends report, observes that a focus on leadership is the key to building sustainable organization performance (Deloitte, 2015). Previous leadership research have focused on leadership style as the key to why leaders of some organizations successfully execute strategies that lead to excellent business results while others fail to translate strategic intent into desired outcomes (Lee & Hee, 2016). Transformational leadership style is one of the leadership styles widely researched on due to its positive link to a wide variety of organization performance outcomes (Ding, Li, Zhang, Sheng, & Wang, 2017). Transformational leadership style has four dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 2009). This study will focus on two of these dimensions, idealized influence and inspirational motivation. Idealized influence represents the ability of the leader to build confidence among the followers through articulation of vision, role modelling and goal setting which forms the basis of influencing them towards higher levels of performance. Inspirational motivation refers to the way leaders motivate and inspire their followers to commit to the vision of the organization leading to better performance outcomes (Bass & Riggio, 2006). Transformational leadership influences individual performance by enhancing their motivations to achieve performance goals. The follower becomes more focused, effective, puts in extra effort and is satisfied with their job leading to performance beyond their contractual expectations (Bass, 1985).

The relationship between the CEO's leadership style directed to senior managers as a key link to performance improvement, has received research attention since the unveiling of the Upper Echelons Theory by Hambrick and Mason (1984). Although previous studies have linked transformational leadership style to both organization and employee performance or outcomes, they have not addressed the link between transformational leadership and performance at the CEO and senior management level. Neither have they addressed the upper echelons of management in the private sector, yet transformational leadership has been found to have significant effects on performance at the senior management levels (Araujo-Cabrera, Suarez-Acosta, & Aguiar-Quintana, 2016). This, therefore, provides a basis for a study to be carried out to establish how the CEO by applying the two dimensions of transformational leadership style, idealized influence and inspirational motivation, can improve performance levels of their senior managers.

## 1.2 Statement of the Problem

The CEO's leadership style drives overall organizational performance (Hambrick, Humphrey, & Gupta, 2015). While studies on transformational leadership have consistently noted an underlying process through which transformational leaders exhibit their influences on performance of their followers' and organizations, Chou, Lin, Chang and Chuang (2013) call for further research especially targeted at senior management levels. Although successful corporate performance is often attributed to the CEO, Densten (2016) argues that senior managers also make strategic decisions critical to corporate success or failure and thus it is important for researchers to equally focus on what is happening at senior management level.

At a global context, a study by Latham (2013) among 49 organizations that received the Baldrige Award in Canada established that 28% of the CEOs that led successful organization transformations during their tenure applied transformational leadership behaviors to align individual, group, and organization goals and achieve superior performance. Yucel, McMillan and Richard (2014) from a study of Fortune 500 companies in Turkey demonstrate the strength of the CEO's transformational leadership behaviors in encouraging higher levels of performance by adopting a transformational leadership approach with senior managers. In Africa, studies on the effect of transformational leadership behaviors on performance have shown a positive link to organization performance in Egypt's multinational organizations (Metwally, El-bishbishy, & Nawar, 2014), Nigerian commercial banks (Fasola, Adeyemi, & Olowe, 2013) and construction companies (Waziri, Ali, & Aliagha, 2015). However, there has been less focus on performance of senior managers.

Locally, transformational leadership style has shown a positive influence on organization performance in Kenyan commercial state owned enterprises (Awuor, 2015; Ngaithe, K'Aol, Lewa and Ndwiga, 2016), commercial banks (Gonnah & Ogollah, 2016) and private sector companies (Njehu, 2012; Juma & Ndisya, 2016). Despite these positive leadership and performance linkages (Mutuku, 2012; Muthike, 2014; Mbithi, K'Obonyo, & Awino, 2016), there has been a lack of focus exclusively at senior management levels. The CEO's leadership style as an influencer of the performance of senior managers in the private sector has not been conclusively addressed through research. Ngaithe *et al.* (2016) recommended that studies on the effect of transformational leadership style on performance of senior managers be undertaken in private owned enterprises since their cultural orientation is less bureaucratic and performance outcomes are likely to be better than those from the public sector. The motivation for this study was, therefore, to determine how transformational leadership behaviors of the CEO associated with the two dimensions of idealized influence and inspirational motivation affect performance of senior managers in private sector organizations.

## 1.3 Purpose of the Study

The purpose of this study was to determine the effect of idealized influence and inspirational motivation of the CEO on the performance of senior managers in the private sector in Kenya.

## 1.4 Research Questions

1. How does idealized influence of the CEO affect performance of senior managers in the private sector in Kenya?

2. How does inspirational motivation of the CEO affect performance of senior managers in the private sector in Kenya?
3. What is the moderating effect of goal orientation on the relationship between the CEO's idealized influence, inspirational motivation and performance of senior managers in the private sector in Kenya?
- 4.

### **1.5 Research Hypotheses**

**H<sub>01</sub>:** Idealized influence of the CEO has no significant effect on performance of senior managers in the private sector in Kenya.

**H<sub>02</sub>:** Inspirational motivation of the CEO has no significant effect on performance of senior managers in the private sector in Kenya.

**H<sub>03</sub>:** Goal orientation does not significantly moderate the relationship between the CEO's idealized influence, inspirational motivation and performance of senior managers in the private sector in Kenya.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Literature**

This study was based on transformational leadership theory (Bass 1985; Burns, 1978). Burns (1978) discussed leadership as transforming, and, on occasion, as transformational with both the leader and the led being transformed, changing their performance and outlook. Bass (1985) added to the initial concepts of Burns (1978) to help explain how transformational leadership is measured, and its impact on follower motivation and performance. The theory explains that leaders exude higher degrees of extra effort, effectiveness, and satisfaction in followers when they apply transformational leadership behaviors related to the four dimensions of transformational leadership, namely idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation (Bass & Avolio, 2009).

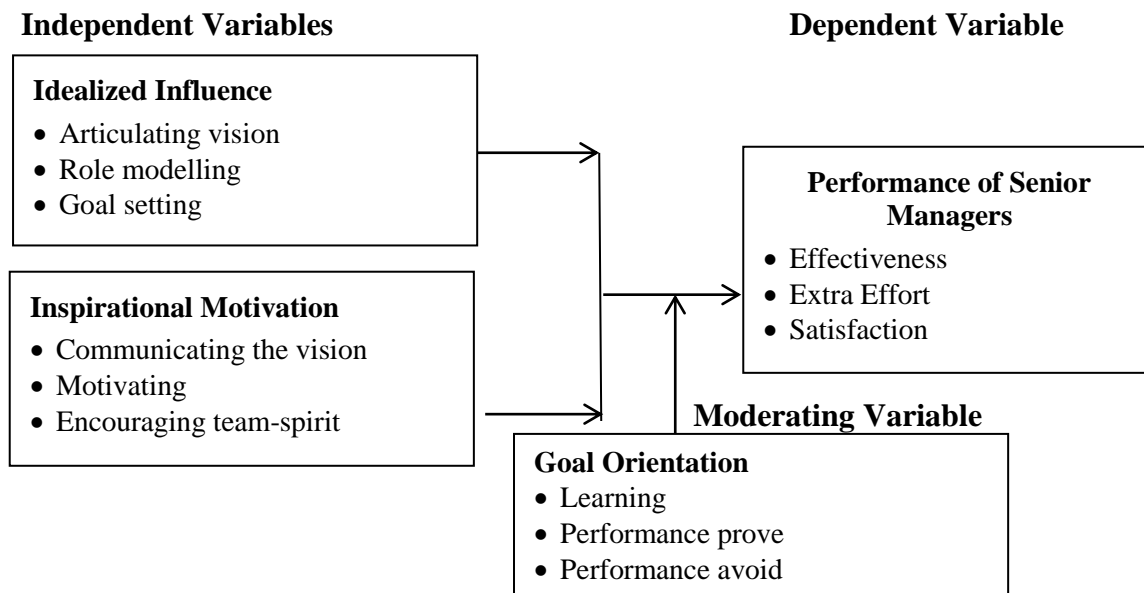
Application of behaviors of idealized influence have been linked to followers' performance improvement (Sadeghi & Pihie, 2012). Idealized influence emerges when leaders behave in desirable ways that propel them to be role models for their followers. In a cascading process, followers at multiple organizational echelons admire and closely identify with the leader and reciprocate their self-sacrifices towards performance improvement (Nawaz & Khan, 2016). To be able to influence senior managers, the CEO as the leader articulates a clear, compelling vision of what can be attained by each work unit and the entire organization; providing a clear purpose, goals and values that give meaning to work, motivation as well as encouraging teamwork. The senior managers as direct reports to the CEO are therefore able to trust and emulate the leader by identifying with the organization's vision and goals, driving them to achieve higher levels of individual performance (Wang, Tsui, & Xin, 2011).

Inspirational motivation has been identified as a key contributor to employee dedication and is applied by the leader to realize higher levels of employee engagement and effectiveness, which are connected to better performance outcomes (Gallup, 2017). Leaders with inspirational motivation are able to create a strong sense of team spirit among followers as a means of inspiring them towards the realization of stated organizational outcomes (Bass & Riggio, 2006). This study hypothesized that if a CEO is able to demonstrate these transformational leadership dimensions of idealized influence and inspirational motivation, it

will result to improved performance of the senior managers through extra effort, effectiveness, and job satisfaction.

## 2.2 Conceptual Framework

The conceptual framework for the study is shown in Figure 1.



**Figure 1: Conceptual Framework**

## 2.2 Empirical Literature

Articulating an appealing and inspiring vision, goal setting and role modeling are effective leadership practices related to idealized influence that leaders apply to drive performance improvement beyond contractual expectations (Wang, Tsui, & Xin, 2011). Transformational leaders are able to define and articulate a vision for the organization, and inspire followers to carry it out (Epitropaki, Kark, Mainemelis, & Lord, 2017). CEO's charisma is related to organization performance via its effect on two important mediators; raising the leadership climate within the organization and increasing the organizational identity strength which in turn, relates positively to performance outcomes (Boehm, Dwertmann, Bruch, & Shamir, 2015) and effectiveness (Colbert, Barrick, & Bradley, 2014).

Inspirational motivation is concerned with motivating employees to a higher level of contribution and productivity by dedicating attention to a higher cause (Barine & Minja, 2014) and increasing followers' intrinsic motivation, commitment, and effort, which culminate in performance improvement (Zhang, Li, Ullrich, & van Dick, 2015). Leaders with inspirational motivation are able to create a strong sense of team spirit among followers as a means of inspiring them towards the realization of stated organizational outcomes (Bass & Riggio, 2006). Through inspirational motivation, transformational leaders communicate to organizational members' value-based visions that result in enhanced value congruence between the organization and its employees (Brown & Treviño, 2009). This enables followers to identify more closely with the organizations goals and objectives and an alignment of their performance to that of the organization. Leaders also use inspirational motivation to sustain employee motivation towards higher productivity levels (Barrick, Thurgood, Smith, & Courtright, 2015).

Goal orientation contributes positively to an individual's predisposition and motivational orientation towards realizing performance targets and has been found to influence the relationship between leadership style and work performance (Midgley, 2014). In examining the moderating role of goal orientation, this study focused on three dimensions of goal orientation: performance-prove orientation; performance-avoid orientation and learning goal orientation. They influence how individuals approach, interpret, and respond to situations and challenges. A learning goal orientation involves a desire to develop the self by acquiring new skills, mastering new situations, and improving one's competence. Performance-prove goal orientation refers to the desire to prove one's competence and to gain favorable judgments about it, while performance-avoid orientation involves the desire to avoid the disproving of one's competence and to avoid negative judgments about it (Miron-Spektor & Beenen, 2015).

### **3.0 METHODOLOGY OF THE STUDY**

This section explains the research philosophy, research design, target population, sampling design, data collection and data analysis methods that were used in this study.

#### **3.1. Research Philosophy and Design**

This study adopted a positivism research philosophy and a descriptive correlational research design because the study was quantitative in nature and was aimed at testing hypothesis.

#### **3.2. Target Population and Sampling Design**

The target population of this study was 984 senior managers from 183 companies registered as members of The Kenya Private Sector Alliance (KEPSA) as at October 2016 (KEPSA, 2016). A sample size of 284 was drawn using stratified random sampling.

#### **3.3. Data Collection and Analysis**

Data was collected using structured questionnaires. The study used descriptive and inferential statistical methods to analyze data. The descriptive data analysis methods included frequencies, means and standard deviation while the inferential statistics comprised Pearson's correlation, Analysis of Variance (ANOVA) and multiple linear regression.

### **4.0 RESULTS AND DISCUSSIONS**

This section presents the results and findings of the study.

#### **4.1 Demographic Information**

Table 1 below represents summary of the demographic results.

**Table 1: Demographic Results**

Demographic Variables	Results
Respondents Managerial Position	Finance Managers=23% ICT Managers=21% Human Resource Managers=20% Marketing Managers=11% Strategic Planning Managers=10% Operations Manager=15%
Gender of Respondents	Male=58% Female=42%
Respondents Age Bracket	Less than 30 years=2% 30-35 years=10% 36-40 years=33% 41-45 years=27% 46-50 years=19% Above 50 years=9%

## 4.2 Idealized Influence

### 4.2.1 Descriptive Statistics

The study sought to establish the effect of the CEO’s idealized influence on the performance of senior managers in the private sector in Kenya, using means and standard deviations. A Likert scale of 0 to 4 was used to collect data on the perceptions of senior managers regarding the idealized influence of the CEO where 0 = Not at all, 1 = Once in a while, 2 = Sometimes, 3 = Fairly often, 4 = Frequently, if not Always. According to the findings, the respondents indicated that their CEO fairly often articulated the organization’s vision ( $M = 3.50$ ,  $SD = 0.763$ ); the CEO fairly often emphasized the importance of goal setting ( $M = 3.36$ ,  $SD = 0.851$ ); and the CEO fairly often instilled in them a sense of pride working with him/her ( $M = 3.41$ ,  $SD = 0.807$ ). The findings also indicated that the respondents fairly often performed their duties effectively because the CEO articulated a clear vision of where the organization was going ( $M = 3.39$ ,  $SD = 0.851$ ); they fairly often put extra effort towards achievement of the organization's goals and objectives because of the clarity the CEO provided through goal setting ( $M = 3.26$ ,  $SD = 0.937$ ); and that they were fairly often contented in performing their duties because the CEO instilled in them a sense of pride working with him/her ( $M = 3.39$ ,  $SD = 0.823$ ). These findings are indicated in Table 2.

**Table 2: Descriptive Statistics for Idealized Influence**

Variable Constructs for Idealized Influence	N	Mean (M)	Standard Deviation (SD)
The CEO clearly articulates the organization’s vision.	261	3.50	.763
The CEO emphasizes the importance of goal setting.	261	3.36	.851
The CEO instills in me a sense of pride working with him/her.	261	3.41	.807
I perform my duties effectively because the CEO articulates a clear vision of where the organization is going.	261	3.39	.851
I put extra effort towards achievement of the organization's goals and objectives because of the clarity the CEO provides through goal setting	261	3.26	.937
I am content in performing my duties because the CEO instills in me a sense of pride working with him/her	261	3.39	.823



#### 4.2.2 Correlation between Idealized Influence of the CEO and Performance

The study performed a correlation analysis between the CEO's idealized influence and performance of senior managers and found that all the items of idealized influence were positively and significantly correlated with the performance of senior managers,  $r(261) = .711, p < .05$ . The Pearson correlation results in Table 3 indicated that the CEO clearly articulates the organization's vision had a moderate significant correlation with performance of senior managers  $r(261) = .600, p < .05$ ; the CEO emphasizes the importance of goal setting and performance of senior managers were strongly correlated  $r(261) = .736, p < .05$ ; the CEO instills in me a sense of pride working with him/her and performance of senior managers were strongly correlated  $r(261) = .765, p < .05$ ; I perform my duties effectively because the CEO articulates a clear vision of where the organization is going and performance of senior managers were strongly correlated,  $r(261) = .733, p < .05$ ; I put extra effort towards achievement of the organization's goals and objectives because of the clarity the CEO provides through goal setting and performance of senior managers were strongly correlated,  $r(261) = .853, p < .05$ ; and I am content in performing my duties because the CEO instills in me a sense of pride working with him/her and performance of senior managers were strongly correlated,  $r(261) = .788, p < .05$ .

**Table 3: Correlation between Idealized Influence and Performance for All Items**

Variable Constructs	Performance of Senior Managers	
The CEO clearly articulates the organization's vision.	Pearson Correlation	.600**
	Sig. (2-tailed)	.000
	N	261
The CEO emphasizes the importance of goal setting	Pearson Correlation	.736**
	Sig. (2-tailed)	.000
	N	261
The CEO instills in me a sense of pride working with him/her.	Pearson Correlation	.765**
	Sig. (2-tailed)	.000
	N	261
I perform my duties effectively because the CEO articulates a clear vision of where the organization is going.	Pearson Correlation	.733**
	Sig. (2-tailed)	.000
	N	261
I put extra effort towards achievement of the organization's goals and objectives because of the clarity the CEO provides through goal setting	Pearson Correlation	.853**
	Sig. (2-tailed)	.000
	N	261
I am content in performing my duties because the CEO instills in me a sense of pride working with him/her	Pearson Correlation	.788**
	Sig. (2-tailed)	.000
	N	261
Idealized Influence	Pearson Correlation	.711**
	Sig. (2-tailed)	.000
	N	261

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

#### 4.2.3 Multiple Linear Regression and Hypothesis Testing for Idealized Influence

The study carried out multiple linear regression analysis to assess the relationship between idealized influence and performance of senior managers. The regression model summary in Table 4 (a) established that idealized influence of the CEO explained a significant proportion of variance in the performance of senior managers,  $R^2 = .505$ . This implies that 50.5% of the proportion in performance of senior managers can be explained by idealized influence in the private sector in Kenya. The  $R$  value of 0.711 indicates that the predictor variable which is idealized influence, contributes to 71.1% change in the dependent variable, performance of senior managers. Further, the  $F$ -ratio in the ANOVA in Table 4 (b) shows that the idealized

influence of the CEO statistically significantly predicted performance of senior managers  $F(1, 260) = 264.042, p < .05$ . The coefficients also showed that idealized influence significantly predicted performance of senior managers,  $\beta = .711, t(260) = 16.249, p < .05$  as shown in Table 5 (c). Therefore, from the multiple linear regression results in Table 4, idealized influence significantly predicted performance of senior managers  $R^2 = .505, F(1, 260) = 264.042, p < .05; \beta = .711, t(260) = 16.249, p < .05$ . This implied rejection of the null hypothesis  $H_{01}$ : Idealized influence of the CEO has no significant effect on performance of senior managers in the private sector in Kenya.

**Table 4: Multiple Linear Regression for Idealized Influence**

**(a): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 <sup>a</sup>	.505	.503	.487

a. Predictors: (Constant), Idealized Influence

**(b): ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62.516	1	62.516	264.042	.000 <sup>b</sup>
	Residual	61.322	259	.237		
	Total	123.837	260			

a. Dependent Variable: Performance of Senior Managers; b. Predictors: (Constant), Idealized Influence  
 $p < .05$

**(c): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.887	.154		5.746	.000
	Idealized Influence	.719	.044	.711	16.249	.000

a. Dependent Variable: Performance of Senior Managers  
 $p < .05$

### 4.3 Inspirational Motivation

#### 4.3.1 Descriptive Statistics

The study sought to establish the effect of the CEO's inspirational motivation on the performance of senior managers in the private sector in Kenya using descriptive statistics. A Likert scale of 0 to 4 was used to collect data on the perceptions of senior managers regarding the inspirational motivation of the CEO where 0 = 'Not at all', 1 = 'Once in a while', 2 = 'Sometimes', 3 = 'Fairly often', 4 = 'Frequently, if not Always'. According to the findings, the respondents indicated that their CEO fairly often clearly communicated the organization's vision ( $M=3.28, SD=0.842$ ); the CEO sometimes engaged them in a motivational and enthusiastic manner ( $M = .96, SD=1.020$ ); and the CEO fairly often encouraged team spirit among members of the senior management team ( $M = 3.30, SD = 0.830$ ). The findings also indicated that the respondents fairly often performed their duties effectively because the CEO communicated a clear vision of the envisaged performance ( $M = .28, SD = 0.801$ ); they fairly often put extra effort because the CEO inspired and motivated them ( $M = 3.31, SD = 0.803$ );

and that they were fairly contented performing their duties because the CEO encouraged team spirit ( $M = 3.36$ ,  $SD = 0.785$ ). These findings are indicated in Table 5.

**Table 5: Descriptive Statistics for Inspirational Motivation**

Variable Constructs for Inspirational Motivation	N	Mean (M)	Standard Deviation (SD)
The CEO clearly communicates the organization's vision.	261	3.28	.842
The CEO engages me in a motivational and enthusiastic manner.	261	2.96	1.020
The CEO encourages team spirit among members of the senior management team.	261	3.30	.830
I perform my duties effectively because the CEO communicates a clear vision of the envisaged performance	261	3.28	.801
I put extra effort because the CEO inspires and motivates me.	261	3.31	.803
I am content performing my duties because the CEO encourages team spirit	261	3.36	.785

#### 4.3.2 Correlation between Inspirational Motivation of the CEO and Performance

The study performed a correlation analysis between inspirational motivation of the CEO and performance of senior managers and found that all the items of inspirational motivation were positively and significantly correlated with the performance of senior managers,  $r(261) = .751$ ,  $p < .05$ . The Pearson's correlation results shown in Table 6, indicate that the CEO clearly communicating the organization's vision and performance of senior managers were strongly correlated,  $r(261) = .730$ ,  $p < .05$ ; the CEO engaging the senior managers in a motivational and enthusiastic manner and performance of senior managers were strongly correlated,  $r(261) = .780$ ,  $p < .05$ ; the CEO encouraging team spirit among members of the senior management team and performance of senior managers were strongly correlated,  $r(261) = .893$ ,  $p < .05$ ; the senior managers performing their duties effectively because the CEO communicates a clear vision of the envisaged performance and performance of senior managers were strongly correlated,  $r(261) = .878$ ,  $p < .05$ ; the senior managers putting extra effort because the CEO inspires and motivates them and performance of senior managers were strongly correlated,  $r(261) = .836$ ,  $p < .05$ ; and the senior managers being content performing their duties because the CEO encourages team spirit and performance of senior managers were strongly correlated,  $r(261) = .903$ ,  $p < .05$ .

**Table 6: Correlation between Inspirational Motivation and Performance for All Items**

Variable Constructs		Performance of Senior Managers
The CEO clearly communicates the organization's vision	Pearson Correlation	.730**
	Sig. (2-tailed)	.000
	N	261
The CEO engages me in a motivational and enthusiastic manner	Pearson Correlation	.780**
	Sig. (2-tailed)	.000
	N	261
The CEO encourages team spirit among members of the senior management team.	Pearson Correlation	.893**
	Sig. (2-tailed)	.000
	N	261
I perform my duties effectively because the CEO communicates a clear vision of the envisaged performance	Pearson Correlation	.878**
	Sig. (2-tailed)	.000
	N	261
I put extra effort because the CEO inspires and motivates me.	Pearson Correlation	.836**
	Sig. (2-tailed)	.000
	N	261
I am content performing my duties because the CEO encourages team spirit	Pearson Correlation	.903**
	Sig. (2-tailed)	.000
	N	261
Inspirational motivation	Pearson Correlation	.751**
	Sig. (2-tailed)	.000
	N	261

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

#### 4.3.3 Multiple Linear Regression and Hypothesis Testing for Inspirational Motivation

The study carried out multiple linear regression analysis to assess the relationship between inspirational motivation and performance of senior managers. The regression model summary in Table 7(a) indicate that inspirational motivation of the CEO explained a significant proportion of variance in the performance of senior managers,  $R^2=.564$ . This implies that 56.4% of the proportion in performance of senior managers can be explained by inspirational motivation in the private sector in Kenya. The  $R$  value of 0.751 shows that the predictor variable which is inspirational motivation, contributes to 75.1% change in the dependent variable, performance of senior managers. Further, the  $F$ -ratio in the ANOVA in Table 7(b) shows that the inspirational motivation of the CEO statistically significantly predicted performance of senior managers  $F(1, 260) = 335.141, p < .05$ . The coefficients also indicated that inspirational motivation significantly predicted performance of senior managers,  $\beta = .751, t(260) = 18.307, p < .05$  as shown in Table 7 (c). Therefore, from the multiple linear regression results in Table 7, inspirational motivation significantly predicted performance of senior managers  $R^2= .564, F(1, 260) = 335.141, p < .05, \beta = .751, t(260) = 18.307, p < .05$ . This implied rejection of the null hypothesis  $H_{02}$ : Inspirational motivation of the CEO has no significant effect on performance of senior managers in the private sector in Kenya.

**Table 7: Multiple Linear Regression for Inspirational Motivation****(a): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.564	.562	.460

a. Predictors: (Constant), Inspirational Motivation

**(b): ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.788	1	70.788	335.141	.000 <sup>b</sup>
	Residual	54.706	259	.211		
	Total	125.494	260			

a. Dependent Variable: Performance of Senior Managers

b. Predictors: (Constant), Inspirational Motivation

 $p < .05$ **(c): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.115	.124		9.021	.000
	Inspirational Motivation	.693	.038	.751	18.307	.000

a. Dependent Variable: Performance of Senior Managers

 $p < .05$ **4.4 Goal Orientation****4.4.1 Descriptive Statistics**

The study also sought to establish the effect of goal orientation on the performance of senior managers in the private sector in Kenya using means and standard deviations. A Likert scale of 0 to 4 was used to collect data on the perceptions of senior managers regarding their goal orientation where 0 = Not at all, 1 = Once in a while, 2 = Sometimes, 3 = Fairly often, 4 = Frequently, if not Always. According to the findings, the respondents indicated that they sometimes enjoyed doing duties that present an opportunity to learn new things ( $M = 2.97$ ,  $SD = 0.954$ ); the respondents fairly often strove to improve on their past performance ( $M = 3.15$ ,  $SD = 1.040$ ); and they fairly often were happiest at work when they performed tasks which they knew as they would not make any errors ( $M = 3.04$ ,  $SD = 0.999$ ). Further, the respondents fairly often performed their duties effectively because they presented opportunity to learn new things ( $M = 3.11$ ,  $SD = 0.960$ ); they fairly often put extra effort in meeting their performance targets because they strove to improve on their past performance ( $M = 3.16$ ,  $SD = 1.042$ ); and they were fairly often satisfied in performing their duties when they performed tasks which they knew that they would not make any errors ( $M = 3.02$ ,  $SD = 1.049$ ). The findings are indicated in Table 8.

**Table 8: Descriptive Statistics for Goal Orientation**

Variable Constructs for Gola Orientation	N	Mean (M)	Standard Deviation (SD)
I enjoy doing duties that present an opportunity to learn new things	261	2.97	.954
I strive to improve on my past performance	261	3.15	1.040
I am happiest at work when I perform tasks which I know as I will not make any errors	261	3.04	.999
I perform my duties effectively because I they present opportunity to learn new things.	261	3.11	.960
I put extra effort in meeting my performance targets because I strive to improve on my past performance.	261	3.16	1.042
I am satisfied in performing my duties when I perform tasks on which I know that I will not make any errors	261	3.02	1.049

#### 4.4.2 Correlation between Goal Orientation and Performance of Senior Managers

The study sought to establish the correlation between goal orientation of senior managers and their performance. The results obtained indicate that goal orientation and performance of senior managers were strongly correlated,  $r(261) = .766, p < .05$ . Further, all the three constructs of goal orientation, namely learning, performance-prove and performance-avoid, were significantly correlated to performance as,  $r(261) = .712, p < .05, r(261) = .702, p < .05, r(261) = .682, p < .05$  respectively, with learning being the most significantly correlated construct. These results are shown in Table 9.

**Table 9: Goal Orientation and Performance Correlations**

Variable Constructs		Performance of Senior Managers
Goal orientation	Pearson Correlation	.766**
	Sig. (2-tailed)	.000
	N	261
Constructs of Goal Orientation		Performance of Senior Managers
Learning	Pearson Correlation	.712**
	Sig. (2-tailed)	.000
	N	261
Performance-prove	Pearson Correlation	.702**
	Sig. (2-tailed)	.000
	N	261
Performance-avoid	Pearson Correlation	.682**
	Sig. (2-tailed)	.000
	N	261

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

#### 4.4.3 Multiple Linear Regression and Hypothesis Testing for Goal Orientation

The study carried out multiple linear regression analysis to establish the moderating effect of goal orientation on the relationship between CEO's idealized influence, inspirational motivation and performance of senior managers. The regression summary in Table 10 (a) indicate that the predictor variables (idealized influence and inspirational motivation) explained 82.9% of the variation in performance of senior managers in the Kenyan private sector. The change in  $R^2$  shows a positive change where the percentage of the variability accounted for by the predictor variables rose from 82.4% ( $R^2=0.829$ ) to 83.9% ( $R^2 = 0.839$ ) when goal orientation was assessed. Further, the  $F$ -ratio in the ANOVA in Table 10(b) shows that the first model was significant for the relationship as given by the regression coefficients

$F(1, 4) = 310.349, p < .05$ . The second model showing the effect of goal orientation also proved this finding since the significance value was less than the previous  $p$ -value in the prior results  $F(2, 5) = 265.099, p < .05$ . Thus, there was a significant change on the extent to which the independent variables influence performance of senior managers due to the effect of goal orientation. From findings on Table 10(c), idealized influence has a coefficient of  $\beta = .282, t = 9.288, p < .05$  showing a positive and significant relationship, which was also the case with inspirational motivation, with a coefficient of  $\beta = .225, t = 7.002, p < .05$ . Testing the influence of goal orientation as well showed a significant influence to the relationship between the CEO's idealized influence and inspirational motivation and performance of senior managers as indicated by the coefficients  $\beta = .111, t = 3.900, p < .05$ .

The findings of the multiple linear regression in Table 10,  $R^2 = .839, F(2, 5) = 265.099, p < .05, \beta = .111, t = 3.900, p < .05$ , indicate that goal orientation significantly moderated the relationship between idealized influence and inspirational motivation of the CEO and performance of senior managers in the private sector in Kenya. The null hypothesis  $H_{03}$  was therefore rejected that goal orientation does not significantly moderate the relationship between idealized influence and inspirational motivation of the CEO and performance of senior managers. Therefore the study concluded that goal orientation significantly moderates the relationship between idealized influence and inspirational motivation of the CEO and performance of senior managers in the private sector in Kenya.

**Table 10: Multiple Linear Regression for Goal Orientation**

**(a): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.911 <sup>a</sup>	.829	.826	.228	.829	310.349	4	256	.000
2	.916 <sup>b</sup>	.839	.835	.222	.839	265.099	5	255	.000

a. Predictors: (Constant), Idealized Influence, Inspirational Motivation,  
 b. Predictors: (Constant), (Constant), Goal orientation of senior managers, Idealized Influence, Intellectual stimulation  
*P* < .05

**(b): ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.480	4	16.120	310.349	.000 <sup>b</sup>
	Residual	13.297	256	.052		
	Total	77.777	260			
2	Regression	65.228	5	13.046	265.099	.000 <sup>c</sup>
	Residual	12.549	255	.049		
	Total	77.777	260			

a. Dependent Variable: Performance of Senior Managers

**(c): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.256	.079		3.258	.001
	Idealized Influence	.203	.024	.253	8.367	.000
	Inspirational motivation	.188	.023	.258	8.126	.000
2	(Constant)	.082	.089		8.925	.000
	Idealized Influence	.226	.024	.282	9.288	.000
	Inspirational motivation	.163	.023	.225	7.002	.000
	Goal orientation of senior managers	.073	.019	.111	3.900	.000

a. Dependent Variable: Performance of Senior Managers  
p < .05

**5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS****5.1 Discussion****5.1.1 Idealized Influence**

Results of the study found that idealized influence of the CEO was positively correlated to performance of senior managers  $r(261) = .711, p < .05$ . The positive effects of idealized influence of a leader on performance have been supported by previous studies. Boehm *et al.* (2015) established that when a leader practices the behaviors associated with idealized influence, they generate higher levels of motivation from followers and they perform beyond contractual expectations. Wang, Tsui, and Xin (2011) also demonstrated from their study that the behaviors of idealized influence including articulating an appealing and inspiring vision, goal setting and role modeling, are effective leadership practices related to idealized influence that leaders apply to drive performance improvement. Epitropaki, Kark, Mainemelis and Lord (2017) noted that leaders may have well-crafted visions but if their behavior is not consistent with their stated beliefs, their follower's lose respect for them. The idealized influence dimension of transformational leadership enables a leader to act as an ideal role model by displaying strong work commitment and determination to achieve the organization's vision and mission, which positively influences employee performance (Colbert *et al.*, 2014).

The CEO's idealized influence explained a significant proportion of variance in the performance of senior managers as indicated by the results of the multiple linear regression  $R^2=0.564, F(1, 260) = 335.141, p < .05$ . This finding is in support of the study carried out by Sadeghi and Pihie (2012), which demonstrated that application of idealized influence behaviors by the leader have been linked to performance improvement. Thus when the CEO applies the behaviors of idealized influence when relating with their senior managers, it contributes to performance improvement.

**5.1.2 Inspirational Motivation**

The Pearson's correlation coefficient results established a significant relationship between inspirational motivation of the CEO and performance of senior managers  $r(261) = .751, p < .05$ . Inspirational motivation has been found to positively and significantly correlate with



staff performance by increasing subordinates' intrinsic motivation, commitment, and effort, which culminate in performance improvement (Zhang *et al.*, 2015). Results of multiple regression analysis established that inspirational motivation of the CEO significantly affects performance of senior managers  $R^2 = 0.564$ ,  $F(1, 260) = 335.141$ ,  $p < .05$ ,  $\beta = .751$ ,  $t(260) = 18.307$ ,  $p < .05$ . This finding is consistent with that of Barrick *et al.* (2015) who established that transformational CEOs use inspirational motivation to create, change, and sustain employees' motivation. Inspirational motivation leads to higher productivity levels (Barine & Minja, 2014) with leaders creating a strong team spirit among followers thus inspiring them towards the realization of stated organizational outcomes (Bass & Riggio, 2006). The positive effects of inspirational motivation on performance can thus be applied by CEOs to motivate their senior managers to higher levels of performance.

### 5.1.3 Goal Orientation

The study examined the moderating effect of goal orientation on the relationship between idealized influence and inspirational motivation of the CEO and performance of senior managers and established that goal orientation and performance of senior managers were strongly correlated,  $r(261) = .766$ ,  $p < .05$ . Goal orientation is one of the moderating variables that strengthen the effectiveness of the relationship between leadership behaviors and performance (Midgley, 2014). Further, correlation analysis showed that out of the three goal orientation perspectives, learning goal orientation had a higher correlation of  $r(261) = .712$ ,  $p < .05$  compared to performance-prove at  $r(261) = .702$ ,  $p < .05$ , and performance-avoid at  $r(261) = .682$ ,  $p < .05$ . The higher level of correlation of senior managers learning goal orientation to their performance has been supported by previous studies that have shown a positive relationship between learning goal orientation and job performance (Zargar, Vandenberghe, Marchand & Ayed, 2014). From the result of the multiple linear regression, idealized influence showed a significant influence with the coefficient  $\beta = .282$ ,  $t = 9.288$ ,  $p < .05$ , inspirational motivation  $\beta = .225$ ,  $t = 7.002$ ,  $p < .05$ . Testing the influence of goal orientation as well showed a significant influence to the relationship between idealized influence and inspirational motivation and performance of senior managers  $R^2 = 0.839$ ,  $F(2, 5) = 265.099$ ,  $p < .05$ ;  $\beta = .111$ ,  $t = 3.900$ ,  $p < .05$ . The null hypothesis was, therefore, rejected that goal orientation does not significantly moderate the relationship between idealized influence and inspirational motivation of the CEO and performance of senior managers. These findings are aligned with those of Hecht, Hobson and Wang (2016) who established that goal orientation has a positive effect on employee performance.

## 5.2 Conclusions

The study found that idealized influence of the CEO had a significant effect on performance of senior managers. The CEO's idealized influence explained a significant proportion of variance in the performance of senior managers,  $R^2=0.564$ ,  $F(1, 260) = 335.141$ ,  $p < .05$ , and was also found to significantly predict performance of senior managers  $\beta=.751$ ,  $t(260) = 18.307$ ,  $p < .05$ . This finding implied rejection of the null hypothesis that idealized influence of the CEO has no significant effect on performance of senior managers in the private sector in Kenya. The study, therefore, concluded that senior managers perform better when a CEO applies transformational leadership behaviors of idealized influence which include articulation of the organization's vision, providing clarity through goal setting and role modeling.

The study found that inspirational motivation of the CEO had a significant effect on performance of senior managers. The CEO's inspirational motivation explained a significant proportion of variance in the performance of senior managers,  $R^2=.564$ ,  $F(1, 260) = 335.141$ ,  $p < .05$ , and was also found to significantly predict performance of senior managers  $\beta=.751$ ,  $t(260) = 18.307$ ,  $p < .05$ . This finding implied rejection of the null hypothesis that inspirational motivation of the CEO has no significant effect on performance of senior managers in the private sector in Kenya. Based on this result, the study concluded that when the CEO applies behaviors associated with inspirational motivation, the performance of senior managers improves. The study, therefore, concluded that senior managers perform better when a CEO applies transformational leadership behaviors of inspirational motivation, which include clearly communicating the organization's vision, engaging the senior managers in a motivational and enthusiastic manner and encouraging team spirit among members of the senior management.

The effect of goal orientation as a moderating variable on the relationship between idealized influence and inspirational motivation of the CEO and performance of senior managers was found to be positive. The study found a significant moderating effect of goal orientation on the relationship between the idealized influence and inspirational motivation of the CEO and performance of senior managers,  $\beta=.111$ ,  $t = 3.900$ ,  $p < .05$ . This finding implied rejection of the null hypothesis that goal orientation does not significantly moderate the relationship between idealized influence and inspirational motivation of the CEO and performance of senior managers in the private sector in Kenya. This study, therefore, concluded that when working with senior managers, CEO's need to consider the positive effects of goal orientation in influencing performance.

## 5.3 Recommendations

### 5.3.1 Recommendations for Improvement

The study established that the CEOs idealized influence significantly affected the performance of senior managers in the private sector in Kenya. Thus the study recommends that CEOs need to consider applying the behaviors associated with idealized influence including articulation of the organization's goals, role modeling and goal setting in promoting positive behaviors among senior managers that lead to performance improvement.

Further, the study established that the CEOs inspirational motivation had a significant influence on the performance of senior managers in the private sector in Kenya. Thus, CEOs are encouraged to apply behaviors associated with inspirational motivation, to improve the performance of their senior managers. These behaviors include clarity with which they

communicate the organization's vision, inspiration and motivation and encouraging team spirit. CEOs can additionally reinforce inspirational motivation behaviors among their followers because they improve the effectiveness of a leader in realizing better performance results.

The study established that goal orientation significantly moderated the relationship between idealized influence and inspirational motivation of the CEO and performance of senior managers in the private sector in Kenya. Organizations therefore, need to consider the goal orientations of their senior managers because the orientation plays a significant role in determining their performance. Specifically, strengthening the learning goal orientation of the senior managers would influence the leadership-performance relationship to a great extent as indicated by the findings of this study. This is because it was the most influential goal orientation aspect in moderating the relationship between the CEO's idealized influence and inspirational motivation and the performance of senior managers compared to performance-prove and performance-avoid goal orientations.

### 5.3.2 Suggestions for Further Studies

This study has provided knowledge on how transformational leadership behaviors of the CEO associated with the two dimensions of idealized influence and inspirational motivation affects performance of senior managers in private sector organizations. To develop this topic further, the researcher recommends that other studies should be conducted to compare the effect of transformational leadership behaviors on performance across different organization structure hierarchical levels, that is, senior management, middle management and support staff. This would facilitate assessment of the strength and variability of each dimension of transformational leadership across different organization hierarchical levels. Other researchers could carry out a similar research targeted on the effect of transformational leadership dimensions of the Board Chairperson on the performance of the CEO and the results used for comparisons.

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