

The Effect of Transformational Leadership on Organizational Performance at Coast General and Referral Hospital

¹POLYCARP ALFWANI, ²DR. KILUNGU MATATA, ³DR. ANWAR AHMED

^{1,2,3}SCHOOL OF BUSINESS, TECHNICAL UNIVERSITY OF MOMBASA, MOMBASA, KENYA

Abstract: The purpose of this study was to assess the effect of transformational leadership on organizational performance at Coast General and Referral Hospital in Mombasa. The specific objectives were to establish the effect of individualized consideration on organizational performance at Coast General and Referral Hospital in Mombasa, to determine the effect of idealized influence on organizational performance at Coast General and Referral Hospital, to identify the effect of inspirational motivation on organizational performance at Coast General and Referral Hospital in Mombasa and to investigate the effect of intellectual stimulation on organization performance at Coast General and Referral Hospital in Mombasa. The research hypotheses were derived from the literature review. The theoretical background of transformational leadership was analyzed to link it to the study. The conceptual framework was illustrated to discuss the research variables of the study after which an empirical review was undertaken to identify research gaps. A Case Survey approach was adopted for the study for a target population of 500 employees. Stratified random sampling technique was applied after which Slovin formula was used to arrive at a sample size of 212 respondents. A structured questionnaire was used to collect data. The data was then organized and coded and analyzed using the Statistical Package for Social Sciences. Spearman rank correlation coefficient test was used to measure the relationship between the dependent and independent variables. The study found out that there existed an average positive relationship between individualized consideration and organizational performance at Coast General and Referral Hospital in Mombasa. Further, supervisors helped employees to grow and develop their strengths. There existed a strong positive relationship between idealized influence and organization performance at Coast General and Referral Hospital in Mombasa. In addition, supervisors instilled pride in employees. The study found out that there existed an average positive relationship between intellectual stimulation and organizational performance at Coast General and Referral Hospital in Mombasa. Similarly, supervisors sought differing perspectives when solving problems. There existed a weak positive relationship between inspirational motivation and organizational performance at Coast General and Referral Hospital in Mombasa. Further, supervisors were optimistic about the future of the organization. The study recommends that managers and supervisors should look at problems from many angles and seek differing perspectives when solving them. Further studies should be undertaken to identify the effect of other leadership styles such as transactional and charismatic on organizational performance in Kenyan public hospitals.

Keywords: Individualized Consideration, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Organizational Performance.

1. INTRODUCTION

Transformational leadership has become a concept of interest to both researchers and managers alike over the last two decades. This has led to a paradigm shift in leadership thinking (Abasilim, 2014). As a result, transformational leadership style has emerged as most popular approach to illustrate how leadership influences performance, (Abasilim, 2014). This is because transformational leadership (unlike transactional leadership) not only goes beyond the fulfillment of contracts but also extends to motivating followers to do more than expected normally, hence creating a positive change in followers. The change created has the likely hood of translating into organizational performance.

The result of some transformational leadership studies have shown a positive relationship with some performance indicators from across different cultures (Rejas *et al.*, 2006; Pradeep & Prabhu, 2011; Paracha *et al.*, 2012; Muterera, 2012; Abasilim, 2014). However, compared to other parts of the world, relatively few studies have been carried out in Kenya on the link between transformational leadership and performance. There is therefore a paucity of empirical findings from Kenya on the relationship between transformational leadership and performance. This study therefore intended to bridge the gap in knowledge by establishing the relationship between transformational leadership style and organizational performance from a Kenyan context.

a. Objectives of the Study:

- I. To establish the effect of individualized consideration on organizational performance at Coast General and referral Hospital in Mombasa
- II. To determine the effect of idealized influence on organizational performance at Coast General and Referral Hospital in Mombasa
- III. To identify the effect of inspirational motivation on organizational performance at Coast General and Referral Hospital in Mombasa
- IV. To investigate the effect of intellectual stimulation on organizational performance at Coast General and Referral Hospital in Mombasa

2. LITERATURE REVIEW

a. Theoretical Review:

I. Path Goal Theory:

This theory was developed by Robert House on Ohio State University, in 1971 and was further revised in 1996. The theory states that, the leader's behavior is contingent to the satisfaction, motivation & performance of his or her subordinates. The revised version argues that the leader engages in behaviors that complement subordinates abilities and compensates for deficiencies. The path-goal model can be classified as a form of transactional leadership. Transactional leadership accepts goals, structure and culture of the existing organization uses reward and punishments for their followers in order to comply. They also tend to be directive and action-oriented. Transactional leadership works within existing systems and negotiate to attain goals of the organization. Within transaction leadership, two factors exist; contingent reward and management by exception.

Contingent reward provides rewards for effort and recognizes good performance while management by exception maintains status quo, intervenes when subordinates do not meet acceptable performance levels and initiates corrective action to improve performance. In adherence to path-goal theory, transactional leaders are therefore expected to do the following:- To set goals, articulate explicit agreements regarding what the leaders expects from the organizational members and how they are rewarded for their efforts and commitment and provide constructive feedback to keep everybody on task (Vera & Crossan, 2004). Transactional leaders focus on increasing efficiency of established routine and procedures and concerned with existing rules than making changes to the structure of the organization. Transactional leadership establishes and standardizes practices that would help the organization reach maturity, emphasizing setting goals, efficiency and performance.

II. Trait Theory:

Trait leadership theory believes that people are either born or made with certain qualities that will make them excel in leadership roles. That, certain qualities such as intelligence, sense of responsibility, creativity and other values puts anyone in the shoes of a good leader. Gordon Allport, an American psychologist identified almost 1800 English personality-relevant terms (Matthew, Deary & Whitemen, 2003). The trait theory of leadership focused on analyzing mental, physical and social characteristics in order to gain more understanding of what is the characteristic or the combination of characteristics that are common among leaders. These are some of the traits actually used in appointing a leader that would command a large following for the successful running of an organization.

III. Behavioral Theories:

Behavior is a branch of psychology that study stimulus - response relationships. Unlike trait theories, the behavioral theories offer new perspective that focuses on behavior of the leaders as opposed to their mental, physical or social

characteristics. This led to the evolution of psychometrics where factor analysis, researchers were able to measure the cause that effects relationship of specific human behaviors from leaders. Only observable behaviors are of interest to scientific study. Through experiments with animals, B.F. Skinner developed the theory of operant conditioning. Thus, learning in which voluntary behavior is strengthened or weakened by consequences or antecedents. This study showed that behavior could be changed by events taking place before (antecedent) or after (consequence) the behavior.

Consequences can influence the association between stimulus and behavior. The consequences can be classified into two; reinforcement or punishment. Reinforcement strengthens behavior while punishment weakens behavior. Reinforcement can either be positive (reward) or negative (punishment). This theory has great impact on organizational performance because employees are rewarded for their positive contributions to the organization and punishing none performers applying negative motivation criteria to instill change to none performers.

b. Conceptual Framework:

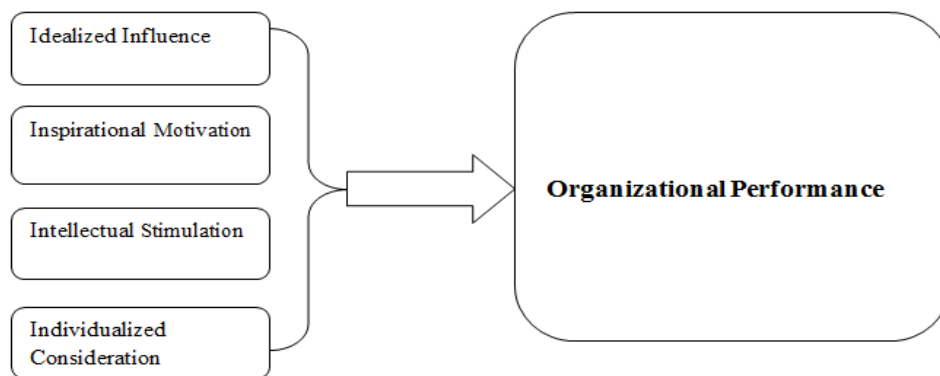


Fig 1: Conceptual Framework

I. Idealized Influence:

Idealized influence refers to the followers’ view at the leader in terms of power, charisma, self-confidence, trust consistency and ideals to influence his followers, in which individuals make efforts to imitate and respect. According to Shurbagi (2014) transformational leadership is based on the relationship between the leader and subordinates and not formal institutional rules and regulations, rewards or punishment rather is based on personal understanding. The sources of idealized influence may be attributed from the result of the leader’s behavior, values, beliefs and high moral standards, (Jung & Avolio, 2000). However, leaders need to ensure that the whole group is working together toward the same goal. Specifically, leaders can foster collaboration by assigning team goals, rewarding team achievements, and facilitating social interaction among team members (Wang & Howell, 2010).

Communicating a group vision is defined as articulating an idealized and attractive picture of future of the group. This behavior is aligned with inspiration motivation, which refers to behaviors that inspires and motivates followers to achieve the shared vision and that enhance confidence among followers that the collective goals will be reached (Wang & Howell, 2010). The effects of charismatic leadership on the follower out comes can be actualized through a; a follower’s personal identification with the leader, based on the leaders referent power and role- modeling behaviors, evoking followers being proud to be associated with the leader, respect for the leader and the desire to idolize and imitate leader’s behaviors and characteristics; and b. a follower to be deeply espoused with the leaders vision and actions (Chun. *et al.*, 2009).

II. Inspirational Motivation:

Inspirational motivation or Charisma is where the leader is expressly and characteristically emphasizing to the followers the need to perform well and help to accomplish the mission and goals of the organization. It works as an inspirational motivation through which a collective vision rouses followers toward the attainment of group goals (Simola., *et al*, 2012), idealized influence (behavior) and emphasizes on collective sense of mission and values, as well as acting upon these values, (Molero, Caudrado, Navas & Morales, 2007). Leading teams yields several challenges, like a aligning individual goals with a shared mission, managing resources, establishing a positive climate of trust and support, and coordinating information transfer and task completion (Braun *et al.*, 2013). According to theories of transformational and charismatic leadership, leaders achieve this task by engaging in inspirational behaviors such as articulating a compelling vision,

emphasizing collective identities, expressing confidence and optimism, and referencing core values and ideals (Grant, 2012).

III. Intellectual Stimulation:

Intellectual stimulation in leadership is the ability of a leader to keep his followers thinking about the tasks at hand, asking questions and solving problems. Transformational leadership has the intellectual capability to stimulate followers to be creative in problem solving. Exemplary transformation leadership behavior directed toward the team, like providing the team with a vision and solving interpersonal conflict, will increase the likelihood that individual followers are satisfied with their jobs (Braun *et al.*, 2013).

Good change governance, set up from the beginning, remedies all this and enables speed and efficiency in designing and executing change. Conscious change governance requires clear definition of change leadership roles: sponsor, change process leader, change leadership roles must have clear responsibilities and ways of relating to the other roles. Each needs to be structured in ways that expedites their ability to act and lead in coordinated fashion. They all need to agree on decision levels and authority, and the decision style and process that best supports the change (Ackerman & Anderson, 2010). Furthermore, transformational leaders display considerate behavior toward multiple followers when interpersonal conflicts among team members arise, and seek to promote cooperation (Braun *et al.*, 2013). Transformation leadership therefore is a form of leadership in which relationships are organized around a collective purpose in ways that transform, motivate and enhance the actions and ethical aspirations of followers (Simola *et al.*, 2012)

IV. Individualized Consideration:

Individualized consideration leaders pay special attention to each individuals needs for achievement and growth by acting as a coach or mentor. The leader has ability to keep his followers thinking about the next tasks at hand, as he or she questions and solves problems. Transformational leaders do not criticize their followers in public for the mistakes. In contrast they provide their followers with challenging tasks and encourage them to carry out the tasks with their own approach. Never the less, the transformational leadership will highlight the rationality of the new approaches, beliefs and values solving to their followers to choose from (Hoffman *et al.*, 2011).

Transformational leaders articulate a vision that emphasizes the way in which collective goals are consonant with the follower's values, causing followers to regard organizational goals as their own and submit extra effort toward goals and accommodation (Hoffman *et al.*, 2011). In addition, to the effects at the individual level, transformational leadership is posited to also have an impact at the team level of analysis. This assertion is based on a direct consequence model, which employs consensus among lower level units to specify another form of construct at a higher level. This model is assumed because transformational leadership, a; comprises individual- focused as well as team- focused behaviors, b; as a participative leadership style, it contributes to mental model convergence in teams (Braun *et al.*, 2013).

3. RESEARCH METHODOLOGY

According to Gable (1994), a case survey approach is a group of methods such as questionnaires, interviews and published statistics. Surveys are cost effective and have the ability to encompass a large population. This study consisted of an average population that is a true representative of Coast General and Referral Hospital Population. The population of the study involved a target population of 500 employees represented in the sample using a stratified random sampling method. The sample size therefore consisted of 217, according to (research advisors sampling frame, 2006), employees represented the target population. This included the senior managers, middle level managers and the support staff.

Table I: Sampling frame

Category	Number
Senior managers	10
Middle Level Managers	100
Support Staff	107
Total	217

This study employed stratified and simple random sampling techniques. Stratified sampling is a technique used when representatives from each subgroup within the population need to be represented in the sample. Stratified sampling technique was used to group total study population into separate homogenous subsets that shared similar characteristics

(Mugenda and Mugenda, 2003). The study population was stratified based on employment level on mutually exclusive criteria as follows: top management, middle-level management and subordinate staff. Simple random sampling was then used to select the actual subjects who were included in the study from each stratum.

The main factors considered in determining sample size in an organization is the total employee population proportioned into various cadres in order to come out with a true representation of the entire population. This population enabled the study to acquire enough data at affordable cost in terms of finances, time and human resources (Mugenda & Mugenda, 2003). This study used Slovin's formula to calculate the sample.

$$n = \frac{N}{(1 + Ne^2)}$$

Where:

n = Sample size

N = Total population

e = Error tolerance, 0.05

Therefore the sample was:

$$n = \frac{217}{(1+217(0.01^2))} = 212$$

Table II: Sample Size

Category	Number of Staff	Sample Size	Percentage
Senior managers	10	9	4.2
Middle Level Managers	100	98	46.3
Support Staff	107	105	49.5
Total	217	212	100.0

The researcher used a questionnaire in collecting data. The questionnaire will be structured. A structured format questionnaire was used to collect quantitative data which included designs, techniques and measures that produce discrete numerical and quantifiable data (Mugenda & Mugenda, 1999). According to (Kombo & Tromp, 2006) after the data has been collected, it is then organized to identify and correct errors before it is coded and stored in appropriate form. According to (Latham, 2006) Likert responses are treated as ordinal data then collated into bar charts. The researcher used spearman's rank correlation coefficient test to measure the relationship between each independent variable of transformational leadership style, (Idealized Influence, Inspirational Motivation, Intellectual Stimulus and Individualized Consideration dimensions) and dependent variable (Organizational Performance). The choice to use spearman's correlation is to measure the degree of relationship between two variables where data are on ordinal scale (Lehman , 2005). The frequencies generated thereafter for analysis was done using Statistical Package for Social Sciences version 20. Multiple linear regression was computed based on the model as shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: β_0 = Constant $\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficient of predictors

Y = refers to dependent variable (Organizational performance)

X_1 = represents Idealized Influence

X_2 = represents Intellectual Stimulation

X_3 = represents Inspirational Motivation

X_4 = represents Individualized Considerations

ϵ = error term

Analysed data was summarized using tables.

4. RESULTS

a. Response Rate and Reliability Tests:

Out of the total 212 questionnaires that were sent to the respondents, 184 of them were dully filled and returned by the respondents; yielding a response rate of 78.7%. This was considered a reliable response rate to put to use in generalizing the findings of the study. To determine the reliability of the findings, Cronbach's alpha correlation coefficient of was computed at 95% confidence interval for all the variables under study. Total Cronbach's alpha correlation coefficient was found to be 0.708, which indicated that the level of internal consistency for the items was 70.8 percent. This showed the existence of acceptable level of inter-item consistence. According to Fraenkel and Wallen (2006), items are considered reliable if they yield a reliability coefficient of 0.70 and above.

b. Hypothesis Testing:

The study sought to establish the relationship between independent and dependent variables of the study. All the hypotheses of the study were tested using Pearson correlation coefficient at 95 percent confidence interval (error margin of 0.05). Table III illustrates the findings of the study

TABLE III: Hypothesis Testing

		Organizational Performance	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	184				
Idealized Influence	Pearson Correlation	.718**	1			
	Sig. (2-tailed)	.000				
	N	184	184			
Inspirational Motivation	Pearson Correlation	.390**	.312**	1		
	Sig. (2-tailed)	.000	.000			
	N	184	184	184		
Intellectual Stimulation	Pearson Correlation	.575**	.484**	.206**	1	
	Sig. (2-tailed)	.000	.000	.005		
	N	184	184	184	184	
Individualized Consideration	Pearson Correlation	.409**	.262**	.498**	.588**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	184	184	184	184	184

** . Correlation is significant at the 0.05 level (2-tailed).

H₀: Idealized influence does not have a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

H₁: Idealized influence has a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

The p-value for idealized influence was found to be 0.000 which is less than the significant level of 0.05 (p<0.05). Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The result indicated that Pearson Correlation coefficient (r-value) is 0.718, which represented a strong positive relationship between idealized influence and organizational performance. Therefore, the study concluded that idealized influence had a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

H₀: Inspirational motivation does not have a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

H₁: Inspirational motivation has a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

The p-value for inspirational motivation was found to be 0.000 which is less than the significant level of 0.05 ($p < 0.05$). Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The result indicated that Pearson Correlation coefficient (r-value) is 0.390, which represented a weak positive relationship between inspirational motivation and organizational performance. Therefore, the study concluded that inspirational motivation had a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

H₀: Intellectual stimulation does not have a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

H₁: Intellectual stimulation has a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

The p-value for intellectual stimulation was found to be 0.000 which is less than the significant level of 0.05 ($p < 0.05$). Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The result indicated that Pearson Correlation coefficient (r-value) is 0.575, which represented an average positive relationship between intellectual stimulation and organizational performance. Therefore, the study concluded that intellectual stimulation had a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

H₀: Individualized consideration does not have a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

H₁: Individualized consideration has a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

The p-value for individualized consideration was found to be 0.000 which is less than the significant level of 0.05 ($p < 0.05$). Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The result indicated that Pearson Correlation coefficient (r-value) is 0.409, which represented an average positive relationship between individualized consideration and organizational performance. Therefore, the study concluded that individualized consideration had a significant effect on organizational performance at Coast General and Referral Hospital in Mombasa.

5. DISCUSSION

I. Individualized Consideration and Organizational Performance:

The study sought to establish the effect of individualized consideration on organizational performance at Coast General and referral Hospital in Mombasa. The findings of the study indicated that majority of the respondents agreed that their supervisors gave them personalized treatment. These findings concur with those of Saboe et al. (2015) which postulate that transformational leaders treat people as individuals with unique needs, talents and interests. The study found out that majority of the respondents stated that their supervisors focused on employee teaching and coaching. Similarly, Datche (2015) argues that transformational leaders recognize the group members' needs to grow and develop themselves. Hence they provide teaching, mentoring and coaching to improve their skills.

Majority of the respondents also agreed that their supervisors helped employees to grow and develop their strengths. The findings of the study have also been supported by the findings of Abasilim (2014) who contends that transformational leaders provide individualized attention to group members which enables them to develop their individual strengths. Similarly, Loom, Lim and Tam (2012) affirm that transformational leaders are characterized by a strong sense of empathy and are always supportive of their group members. The result indicated an average positive relationship between individualized consideration and organizational performance at Coast General and Referral Hospital in Mombasa ($p = 0.000$ and $r\text{-value} = 0.409$).

II. Idealized Influence and Organizational Performance:

The study also sought to establish the effect of idealized influence on organizational performance at Coast General and Referral Hospital in Mombasa. The findings of the study revealed that majority of the respondents agreed that their supervisors instilled pride in the employees. These findings concur with those of Hamidifar (2009) which posited that transformational leaders instill pride in others. This makes them to gain respect and trust from their followers. The respondents also agreed that their supervisors worked for the good of the organization without paying much attention to self-interest. These findings are in agreement with those of Braun *et al.* (2013) which argued that transformational leaders

seek to achieve group needs before their individual needs. Further, they have a selfless behavior which is exhibited by making the group needs as their top priority.

Majority of the respondents agreed that their supervisors depicted a sense of confidence and power and their supervisors made personal sacrifices for the benefit of the organization. These findings are in agreement with those of Rastegar and Golmohammadi (2014) which contend that transformational leaders have a high sense of charisma which makes them display a high degree of power and confidence. In addition, Hamidifar (2009) argued that transformational leaders are selfless people who sacrifice their personal needs for the benefit of others. They put the group's needs above their personal needs. There existed a strong positive relationship between idealized influence and organizational performance at Coast General and Referral Hospital in Mombasa ($p=0.000$ and $r\text{-value}=0.718$).

III. Intellectual Stimulation and Organizational Performance:

The study also sought to establish the effect of intellectual stimulation on organizational performance at Coast General and Referral Hospital in Mombasa. The findings of the study revealed that majority of the respondents agreed that their supervisors re-examines critical assumptions to questions as to whether they are appropriate. The findings of the study has been supported by study of Johnson (2009) that argues that transformational leaders always evaluate assumptions to problems facing the group to find out whether they are appropriate. The respondents were also asked whether their supervisors looked at problems from many different angles and majority of the respondents agreed that their supervisors examined problems from many perspectives. These findings concur with those of Datche (2015) which argue that transformational leaders encourage the group to look at problems from different perspectives emphasizing on the need to think outside the box.

In addition, majority of the respondents agreed that their supervisors sought differing perspectives when solving problems and their supervisors did not impose but allowed some independence. These findings concur with those of Datche (2015) that found out that transformational leaders did not impose their own ideas; rather, they allowed initiative and independence in decision-making among the group. The result indicated an average positive relationship between intellectual stimulation and organizational performance at Coast General and Referral Hospital in Mombasa ($p=0.000$ and $r\text{-value}=0.575$).

IV. Inspirational Motivation and Organizational Performance:

The study also sought to establish the effect of inspirational motivation on organizational performance at Coast General and Referral Hospital in Mombasa. The findings of the study indicated that majority of the respondents agreed that their supervisors were enthusiastic about their work. These findings concur with those of Gutierrez, Morales and Barrionuevo (2012) which posited that transformational leaders have a passion for the goals of the group. Hence, they talk enthusiastically about what is needed to be done.

The respondents were also asked whether their supervisors expressed confidence that their goals would be achieved and majority of them agreed that their supervisors were confident of the employees' ability to meet organizational goals. These findings concur with those of Abasilim (2014) contends that transformational leaders motivate the group by displaying a high sense of confidence which makes them act willingly and enthusiastically.

Majority of the respondents agreed that their supervisors were optimistic about the future of the organization and their supervisors were visionary about the organization. These findings were supported by those of Johnson (2009) which affirms that transformational leaders develop and articulate a compelling vision which becomes a symbol of unity for the group. Transformational leaders are always optimistic about the future and always see the bigger picture of the group (Abasilim, 2014). The result indicated that a weak positive relationship between inspirational motivation and organizational performance at Coast General and Referral Hospital in Mombasa ($p=0.000$ and $r\text{-value}=0.390$).

6. CONCLUSION AND RECOMMENDATIONS

The study concluded that individualized consideration had a positive effect on organizational performance at Coast General and Referral Hospital. The supervisors treated others as individuals rather than members of a group, spent time teaching and coaching, helped others to develop their strengths and were empathetic and supportive. Idealized influence had a positive but weak effect on organizational performance at Coast General and Referral Hospital. The supervisors instilled pride in others for being associated with them, went beyond self-interest for the good of the group, displayed a sense of power and confidence. Further, the supervisors made personal sacrifices for the benefit of others.

Inspirational stimulation had a positive effect on organizational performance at Coast General and Referral Hospital. The supervisors talked enthusiastically about what needed to be done, expressed confidence that goals would be achieved, talked optimally about the future and articulated a compelling for the future. Intellectual stimulation had a positive effect on organization performance at Coast General and Referral Hospital. The supervisors re-examined critical assumptions to questions as to whether they are appropriate, looked at problems from many different angles and sought differing perspectives when solving problems. Further, the supervisors did not impose but allowed some independence in the hospital.

Based on the findings of the study, the researcher recommended that organizations should treat their staff as individuals and not as a group and be empathetic and supportive to them. This creates a sense of recognition on the part of the staff making them feel appreciated which may lead to improved organizational performance. Managers and supervisors should make personal sacrifices for the greater good of organizations and always display a sense of power and confidence. They should also talk enthusiastically about what needs to be done and have a great vision for the future of the organizations. Further, managers and supervisors should look at problems from many angles and seek differing perspectives when solving them.

7. SUGGESTION FOR FURTHER RESEARCH

The study analyzed the effect of transformational leadership on organizational performance at Coast General and Referral Hospital. First, the study focused on Coast General and Referral Hospital. Hence, a similar study could be carried out in other public hospitals in Kenya to fill the contextual gap from the study. Secondly, studies should be conducted to assess the factors that hinder proper utilization of transformational leadership style in Kenya since this study failed to cover that. Thirdly, studies should be carried out to examine the effect of other leadership styles such as transactional and charismatic leadership on organizational performance. Fourthly, a part leadership styles, studies should be conducted to assess other factors that influence organizational performance in Kenya.

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