

Influence of Individualized Consideration and Intellectual Stimulation on Employee Performance: Lessons from Moi Teaching and Referral Hospital, Eldoret, Kenya

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Abstract: The study sought to determine the influence of transformational leadership on employee performance drawing evidence from the Moi Teaching and Referral Hospital (MTRH) in Kenya. Based on the study, this paper presents and discusses the research findings on the influence of individualized consideration and intellectual stimulation on employee performance. The research adopted a descriptive research design to gain insight and enable the researcher to measure the independent variable and the dependent variable. The target population of the study comprised 3,739 employees (18 staff from top management; 110 employees from middle level management and 3611 employees from the operational level). The sampling frame used in the study was the staff establishment dashboard for MTRH. Stratified random sampling method was employed and simple random sampling used in each of the stratum to recruit respondents to participate in the study. The sample size totaled 463 respondents (17 from top management; 86 from middle management and 360 operational staff). On the influence of individualized consideration on employee performance, the study found out that there is recognition of employees to better productivity, teaching and coaching of staff. Furthermore, supervisors respects and celebrates individual contribution and provides opportunities for identification of needs and capabilities of others. Regarding the influence of intellectual stimulation on employee performance, the study revealed that supervisors encourages high productivity through creativity and innovation and encourages staff to rethink ideas that had never been questioned. Furthermore, supervisors encourages new ways of how to do a job. The study concludes that leaders in the organization influence employee performance by applying the transformational leadership style. Specifically, the study concludes that leaders encourage high productivity through creativity and innovation as well as encourages staff to rethink ideas that had never been questioned. In addition, employees are motivated to high productivity and clear conveyance of messages facilitated to employees. The study recommends that leaders should manage conflicts by being sensitive individuals' different needs, abilities and aspirations. Training to employees should be provided continually and duties assigned based on knowledge and capabilities. Moreover, employees should be given the opportunity openly express their views and more involvement in decision-making process.

Keywords: Transformational Leadership, Individualized Consideration, Intellectual Stimulation, Employee Performance, Moi Teaching, Referral Hospital

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I. INTRODUCTION

Individualized consideration entails the development of followers through coaching, mentoring and teaching are the central indicator of the factor [1]. It is the first factor of transformational leadership style. The individualized consideration leader demonstrates high concern for their followers, treats them as individuals, and gets to know well about them and listens to both their concerns and ideas [2]. This approach to leadership deals with fundamental transformational leadership behaviours of treating individuals as important contributors to the organization. Leaders who use this style of leadership give due consideration for their employee needs and coach them to bring sustainable development [3]. In sum, a leader who gives personal attention to subordinates, reflects the behaviour of treating each employee as an individual and initiate an interest in the long-term development of each employee.

Transformational leaders provide distinct attention to every single employee's needs for attainment and development by assuming the responsibility of a coach or a mentor. The staff are made to progressively achieve higher levels of potential. Individualized consideration is implemented after newly discovered opportunities are crafted alongside a supportive climate [4]. Avolio and Bass discuss individualized attention as occurring when a leader pays attention to the differences among followers and discovers what motivates each individual [5]. They propose that individualized attention allows leaders to become familiar with followers, enhances communication and improves information exchange. Theorists have begun to shift the focus of individualized attention from a means to promote familiarity with followers to a means to provide support.

The actions by the leaders will demonstrate consensus on the virtue of individual differences between various followers in terms of needs and desires taken into account. While some employees will be accorded extra motivation, others will receive extra autonomy while some others will require firmer standards. Some other aspects of individualized communication include an inspired two-way communication and a practice of management by working around workspaces. In most instances, communication alongside followers are personalized, for instance, the leader remembers preceding conversations, is cognizant of employee's personal concerns and sees them as people rather than just workers. The employees are also carefully listened to by the leadership. It is a practice by the leadership to spend time coaching and teaching the staff.

Attaining employees' job satisfaction is crucial to retain productive and efficient employees. One of the ways that may be effective help managers in increasing the satisfaction among their followers is employing the right leadership style. According to Long *et al.*, on research to find the impact of transformational leadership on job satisfaction, individualized consideration characteristic of transformational leadership was found to be contributing most in job satisfaction [4]. "A satisfied worker is a productive worker" is a commonly held view. As Pushpakumari explains, a satisfied work force will create a pleasant atmosphere within the organization to perform well [6]. He further asserts that a satisfied employee leads to extend more effort to job performance, then works harder and better. The result is high performance by the organization.

1.1 Individualized Consideration and Employee Performance

A large body of empirical evidences has demonstrated that leadership behaviours influence employee performance that strong leaders outperform weak leaders, and that transformational leadership generates high performance [7,8]. Research [9,10,11] in organizational behaviour has identified transformational leadership as the most suitable for modern-day organizations. The current business environment requires this innovative kind of leadership style; a style that empowers employees and raises employee performance in an effort to improve organizational performance and continued existence [10]. Evidence has been gathered in service, retail and manufacturing sectors, as well in the Armed Forces of the United States, Canada and Germany that points towards the strong, positive effects of transformational leaders [12]. Furthermore, in the Canadian financial industry it was found that transformational leadership is more strongly correlated with high employee satisfaction and individual/organizational performance [12].

Under transformational leaders, employees may receive individualized attention from the leader. As a result, they tend to reciprocate by supporting the leader's agenda and performing beyond expectations. Hence, transformational leaders can develop high quality leader member exchange relationships with followers, through which they influence followers' performance [13]. Followers will be motivated to meet performance expectations and fulfil their end of the contract in order to be rewarded accordingly [14]. A strong empirical support for the relationship between leaders' contingent reward and employee performance has been found [15]. However, transformational leadership inspires followers with attractive vision, expresses optimism and high expectations for excellence and performance on the part of followers. It should be able to move followers beyond their normal level of performance [14]. Tahir investigated the various leadership characteristics of transformational and transactional leadership and then to empirically analyse the effect of each type of leadership on the employee performance [16]. The study concluded that the Individual consideration act of Transformational Leadership have significant effect on employee performance.

Sibson asserts that it is important for a manager or leader to have a relationship of familiarity with the employee, in order to give feedback, which results from observing the employee perform [17]. Coaching is a good opportunity for a leader to build a rapport with followers. Axmith found that coaching has been used by most organizations to assist newly-appointed employees to make a successful transition into a role [18]. Moreover, to help a valued employee with a specific performance problem develop new skills and make necessary – often difficult - behavioural changes. Axmith established linkages between mentorship and employees' level of confidence, and identified that mentorship, as an antecedent to employee level of confidence (self-efficacy), is a non-direct influence of firm performance and growth. The findings demonstrated clearly the importance of qualitative approaches by identifying that mentorship experience and knowledge, in addition to trust engendered throughout relationships are as important to outcomes as so-called hard, bottom-line results. Moreover, the findings suggested that firms and entrepreneurs who engage mentorship report deriving practical benefits that culminate in real firm employee performance [19].

According to Pradeep and Prabhu, the individual consideration offered to every subordinate by the leaders tends to increase the effectiveness and satisfaction level of employees at 1 percent significance level [20]. However, the study depended on selected few organizations and as such a larger domain of study would definitely further enlighten on the various elements studied. Recognition has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity [21]. The transformational leader may also respect and celebrate individual contribution that each follower can make to the team. These followers have aspirations for self-development and intrinsic motivation for their tasks [22]. Individualized consideration is, therefore, the degree to which the leader attends to each follower's needs, acts as their mentor or coach and listens to his or her concerns [23]. Through this type of leadership, the leaders are able to mentor colleagues and followers to progressively greater levels of potential and hence raise their ability to enhance the overall performance of the organization [4].

Leaders need to constantly conduct performance discussions and take corrective action. Implementation of a format of rewarding and recognizing desired behaviours of accountability, ownership and participation, is critical. Osseo-Asare, Longbottom and Murphy mention that further education and training is needed by leaders to grasp the required knowledge and skills to sustain quality of performance [24]. This suggests that effort is needed to understand the impact of the critical role that leadership plays as a driver of quality and performance improvement. Moreover, transformational leaders encourage their followers to take more responsibility both for their and others' development [8].

According to Al-Tarawneh, decisions are the outcome of careful deliberations and scrutiny of alternatives [25]. The process of decision-making takes place at all levels of the organization and it involves problem identification and the consideration of multiple alternatives. The decision-making process is, therefore, a crucial process in the firm and a primary determinant of organizational success. Furthermore, decision-making is a highly information dependent process, one which borrows heavily from the stakeholders and incorporates managerial intelligence to ensure the realization of potentially effective decisions [26]. Nooriae further contends that decision-making is one of the principal managerial functions and one with potential positive or negative consequences for employee performance [27].

In its basic understanding, individualized consideration, as a component of transformational leadership, is critical in decision-making as it involves appreciation of ideas and viewpoints espoused by individuals within the organization [28]. It also involves sensitivity to individual needs, all of which are critical additions to the decision-making process. Individualized consideration therefore enhances the decision-making process and the quality of the decisions by allowing the leadership to acquire as much information as possible through a two-way communication with the subordinates [29].

A vital ingredient in this form of leadership is communication. Effective communication between the leader and the followers, allows the leaders to encourage their employees or subordinates and to establish an environment that is conducive for work and for attaining the organizational goals and objectives [23]. According to Ahmad *et al.*, this dimension of leadership boosts the capability of the transformational leader to pay more consideration to followers, to transmit project work to them and feel that they can get more experience by doing this action [30]. ToDatche and Mukulu, the transformational leader is sensitive to the unique and specific needs of the employees and subordinates to ensure that they are part and parcel of the transformation process of the organization [24]. The leader, being sensitive to the unique needs of the employees, treats the followers individually based on the knowledge, talents and competencies of each [24,30].

1.2 Intellectual Stimulation

Intellectual Stimulation involves followers in developing new and different solutions to common problems and conducting work in new ways. Leaders challenge the process and confront old and outdated assumptions, traditions and processes. Further, they involve others in the discussion and stimulate new ways of thinking. According to Northouse, "This is leadership that stimulates followers to be creative and innovative, and to challenge their own beliefs and values as well as those of the leader and the organization [31]. This type of leadership supports followers as they try new approaches and develop innovative ways of dealing with organizational issues. It promotes followers' thinking things out on their own and engaging in careful problem solving." Intellectual stimulation involves exciting individual's cognitive ability, so that he or she can engage in independent thinking in the course of carrying out job responsibilities [32].

Bass and Steidlmeier opine that intellectual stimulation encourages followers to challenge leader decisions and group processes [33]. This encourages innovative thinking. Dansereau *et al.* state that by creating intellectual stimuli, managers can excite employees' ability to experiment with new practices and generate ideas that can greatly affect performance [34]. Intellectual stimulation component of transformational leadership plays a healthy and beneficial role in organizational learning. According to Jandaghiet *et al.*, transformational leaders motivate followers by growing their creativity and thus becoming better decision makers [35]. They concentrate on reasoning behind each decision. Transformational leaders always lead their supporters to problem solution in

a reasonable way instead of the traditional way. When leaders inspire people to come up with new thoughts they therefore can openly elaborate their inner feelings and exceptional thoughts.

Hultet *al.* argue that leaders, especially transformational leaders, have considerable control of the presence or absence of organizational innovativeness [36]. Because transformational leaders are oriented toward innovation, their propensity to motivate and intellectually stimulate their followers imbues the follower with that same innovative inclination [37]. The result is exemplary performance for both the employee and the organization. Transformational leaders develop organizational commitment among employee through empowering them to take initiative and critically analyse the situations, sharing vision with them, providing them support by role model and intellectual stimulation [38]. Transformational leaders encourage their employees to take initiatives and take risk by adopting new method for accomplishment of tasks and motivate them to work collectively aligned with organizational objectives that ultimately increase organizational commitment [39].

Jandaghiet *al.* posit that transformational leaders motivate followers by growing their creativity and thus becoming better decision makers [35]. They concentrate on reasoning behind each decision. Transformational leaders always lead their supporters to problem solution in a reasonable way instead of the traditional way. When leaders inspire people to come up with new thoughts they therefore can openly elaborate their inner feelings and exceptional thoughts. Through intellectual stimulation, the transformational leaders encourage people to become creative and innovative by challenging conventional assumptions, taking a different approach to traditional situations and arousing followers' efforts [4]. Followers are further inspired to try new ways of looking at a problem and their sentiments are not disregarded for not conforming to the views held by the leaders. As such, there is little or no criticism of the mistakes that individuals make [40].

1.3 Intellectual Stimulation and Employee Performance

A recent study conducted in Niger Delta stated that intellectual stimulation provokes followers to think new methods and means in an innovative ways by getting them involved in the process of decision-making as well as problem solving that impact on their social, economic, environmental and political wellbeing [41]. Intellectual simulation had a statistically significant positive correlation with effectiveness and satisfaction in the quantitative study. Leaders who are intellectually stimulating see the advantages of creating unity through diversity. By bringing together and integrating a diverse range of perspectives, they are able to create genuinely new ideas and initiatives. The goal of intellectual stimulation is to continuously generate the highest levels of creativity from the subordinates [42].

Change is the central process of transformational leadership, which makes it the ideal leadership style for promoting innovation [43]. Organizations adjust to change through its innovativeness and the creativity of its employees. There is growing interest in the relationship between transformational leadership and the creativity of the follower and the innovativeness of the organization [44]. Jung *etal.* acknowledge that only handful of studies have looked at the relationship between transformational leadership and organizational innovativeness [32]. Their study of 32 Taiwanese firms found a significant positive relationship between transformational leadership and organizational innovativeness. Eisenbeiss, Knippenberg and Boernerhave found that the relationship between transformational leadership and team innovation was mediated by support for innovation, which was moderated by climate for excellence [45]. Similarly, a study of 163 research and development personnel and managers at 43 Turkish software development companies found that transformational leadership positively influenced both organizational innovativeness and employees' creativity [46].

Ogola, Sikalieh and Linge have established that by persistently probing for fresh knowledge, intellectual stimulation leaders continuously impart, exemplify, promote and acquire new resourceful ideas for solving problems from all organizational followers [47]. In a study to determine the influence of intellectual stimulation as an aspect of transformational leadership style on the creativity of engineering firms in India, it was found that 12.3% of the variability in creativity could be accounted for by intellectual stimulation [47]. Cheung and Wong have also found a positive association between intellectual stimulation styles of transformational leadership and employees' level of innovativeness and creativity [48]. They noted that challenging employees to search for novel approaches to solving problems energizes them to be creative and innovative.

Rahmisyari, in his study on the effect of leadership styles, organizational culture and employee development on performance, found that leadership style has a significant and positive effect on employee performance [49]. The possible reason of the result is that the employee learning, self-directed and employee attitude provide an optimal contribution which revealed that employee development effectively improves employee performance [50]. When employees are provided with the opportunities where they are encouraged to grow and progress intellectually, it results in work effort. Encouraging employees to grow helps employees learn new things and leads to positive emotions, which filter through the holistic organization [51]. Through intellectual stimulation, the transformational leaders encourage people to become creative and innovative by challenging conventional assumptions, taking a different approach to traditional situations and arousing followers' efforts [4]. Followers are further inspired to try new ways of looking at a problem and their

sentiments are not disregarded for not conforming to the views held by the leaders. As such, there is little or no criticism of the mistakes that individuals make [40].

Intellectual stimulation represents an important component of transformational leadership. Through intellectual stimulation, transformational leaders encourage followers to question their own beliefs, assumptions, and values, and, when appropriate, those of the leader, which may be outdated or inappropriate for solving current problems [52]. Anjali and Anandassert that intellectual stimulation leads to the development of employee commitment to the organization [53]. This, in turn, has implications for the ability of the organization to achieve goals based on the dedication and hard work of employees. Intellectually stimulating leaders stimulate permanent re-examination of the existent assumptions, stimulate change in the way of thinking about problems, and plead the use of analogy and metaphor [54]. By constantly searching for new knowledge, intellectual stimulation transformational leaders constantly teach, illustrate, but also promote and get new and creative ideas for solving problems from all organizational members [9]. Similarly, Bycio, Hacket and Allen found that the intellectual stimulation dimension of the transformational leadership scale had very strong positive relationships with the extra effort put in by subordinates [55].

Cheung and Wong report a positive relationship between intellectual stimulation leadership styles and employees' creativity which challenges employees and energizes them to seek novel approaches to their work [48]. Leaders of successful, high-growth companies understand that innovation is what drives growth. They believe that innovation is achieved by employees with a shared relentless growth attitude and shared passion for problem solving. Innovation is founded on a company's ability to recognize market opportunities and as a result, build a sustainable innovation organization from this [56]. Intellectual stimulation leaders encourage employees to think creatively, analyse their problems from numerous angles and explore new and better solutions for problems by using technology [45].

Earlier, research on intellectual stimulation leadership has established a significant relationship between intellectual stimulation leadership and employees' performance and commitment [57]. Intellectually stimulating transformational leadership was found to be related to increased organizational performance; increased employee motivation and greater employee commitment, loyalty and satisfaction. Yasin Nawab, Bhatti and Nazir investigated the relationship between intellectual stimulation, innovations and SMEs performance in Pakistan [58]. Their study found that intellectual stimulation may be used as a tool for the development of innovations and higher SMEs performance and this study found a strong positive relationship of innovations to the SMEs performance. Similarly, Jung, Chow and Wu, using 32 Taiwanese electronic/telecommunication companies, explored how transformational leadership affects creativity at the level of the organization [32]. They found that intellectual stimulation leadership has significant and positive relationships with both empowerment and innovation supporting organizational climate.

In another study using a sample of employees and their supervisors for 46 Korean companies, Shin and Zhou reported that intellectual stimulation leadership was positively related to followers' level of creativity. This study was done in Taiwan and only looked at the telecommunication firms only [59]. Yasinet *al.* investigated the relationship between intellectual stimulation, innovations and SMEs performance in Pakistan [58]. Data was collected from the 50 SMEs in Hattar (Haripur) industrial area of Pakistan. Out of 500 questionnaires 350 were returned and 348 were valid for analysis, response rate was 70%. Pearson correlation and regression analysis was used for investigation of this relationship. This study found that intellectual stimulation may be used as tool for the development of innovations and higher SMEs performance and this study also found a strong positive relationship of innovations to the SMEs performance.

Utami investigated whether or not the intellectual stimulation can influence innovation which is mediated by knowledge sharing, and whether or not innovation can improve a firm's performance [60]. The model tested on the 56 owners of small and medium enterprises (SMEs) in Tegal, Indonesia. Utilizing purposive sampling technique, with the following criteria, company has a workforce 5 to 100 people, engaged in the metal and machinery industry, not including to foreign-owned companies. Software analysis techniques PLS (Partial Least Square) are used in this research. The final results indicated that there are positive effects on intellectual stimulation, experiential sharing and explicit knowledge sharing; explicit knowledge sharing has a positive effect on product innovation and product innovation has a positive effect on business performance. While experiential sharing has a positive effect on product innovation, it is not significant. Utami's study has important managerial implications, the psychological barriers that prevent employees sharing knowledge and experience can be enhanced through intellectual stimulation of transformational leaders, in this case the leader to be a role model that can be replicated and duplicated by subordinates or employees. The study results link the use of transformational leadership to better firm performance. However, this study was done in Indonesia and the unit of study were the owners of the SMEs. The study also used PLS for analysis.

Kirui, Iravo and Kanali investigated the influence of intellectual stimulation and individual consideration in effective organizational performance [61]. The study used primary means of collecting data by employing quantitative approaches with a target population of 137 employees. A questionnaire was used as instrument for data collection. Analysis involved both descriptive and inferential statistics. A regression analysis

was carried out and the r^2 value of 0.6374 implied that 63.7% of the variations in the effective organizational performance in state-owned banks can be explained by the variations in independent variables. Further, by quick standard error tests, the individual coefficients of the regression function were found to be significant in influencing effective organizational performance. This study was in Kenya but in the banking sector only.

Leaders take responsibilities in communicating the company vision and the reasoning behind it so as to make sure the team understand it. Employees may consequently share this knowledge in other teams. A compelling team direction is among the factors that is required to enhance team effectiveness. To attain this direction, leaders need to clearly communicate organizational goals so that employees can develop great extent of person-organization goal correspondence. Goal clarification offers a direction for teams that leads to employees being able to put their efforts in the direction of the organizational goals and demonstrate team work responsibility. A great extent of goal congruence enables employees attain organizational goals and thus enhance performance [62].

1.4 Statement of the Problem

Any extraordinary action or success accomplished by a leader occurs with the active involvement and support of someone else. Leadership is not a one-person act; it is a team effort of the leader and his followers. Collaboration between the two parties is, therefore, essential ability for achieving and sustaining high performance [63]. Leaders have to be compelled to take a pro-active role in making a positive context and organization for cooperation and collaboration. A leader has to assign tasks to each team member in order that he contributes to a singular task for the ultimate outcome to succeed.

One of the reasons that reduce organizational or institutional effectiveness and productivity is the low level of organizational commitment. Studies demonstrated that in the case of low level of organizational commitment, organizational trust decreases [64]. The effectiveness of an organization's management can critically impact upon its viability and there are many reasons why the management process may fail and include failure to think creatively about the likely effects of plans, obtain external/internal participation and commitment, co-ordinate and control resources [65]. Previous studies have shown that transformational leaders in different settings are regarded as being more effective, higher performers, more promotable and more interpersonally sensitive [66]. All these outcomes ultimately contribute towards effective organization performance, meeting stakeholder needs and customer satisfaction.

Empirical evidence also shows that transformational leadership is strongly correlated with employee work outcomes such as lower turnover rates, higher level of productivity, employee satisfaction, creativity, goal attainment and follower well-being [67]. Fundamental research on transformational leadership on employee performance has been conducted widely worldwide as well as in some organizations in Kenya. While these studies provide the influences of transformational leadership on employee performance, a gap exists on how individual component factors of transformational leadership influence employee performance. The research that informed this paper sought to fill this gap by taking Moi Teaching and Referral Hospital as a case study. MTRH is the second largest public hospital in Kenya. Its success story needs to be told. It is, however, important to state that this story is incomplete without knowing the contributions of transformational leadership on the Employee's performance. Therefore, this paper examines the influence of two aspects of transformational leadership, namely individualized consideration and intellectual stimulation, on the performance of employees at MTRH.

II. MATERIALS AND METHODS

This study adopted a descriptive research design. The descriptive analysis approach was chosen for the study because it seeks to gain insight into a phenomenon as a means of providing basic information in an area of study [68]. It was based on the conceptual relationship between the independent variable and the dependent variable. The target population for the study comprised all the staff of MTRH. At the time of study, the hospital had 18 top level managers, 110 middle level management staff and 3611 support staff. The Sampling Frame used in the study was the Staff Establishment Dashboard for MTRH which was available at the Human Resource and Capacity Development Directorate. The inclusion criterion was all MTRH staff on permanent and pensionable terms of employment. The exclusion criterion was staff who were on terminal leave, study leave or suspension.

This study employed stratified random sampling method. The first stratum was made up of Strategic Level Managers including Directors and Managers; Second Stratum was composed of Middle Level Managers whereas the third Stratum included Operational Staff. Simple Random Sampling through Random Integer Generator Software was used in each of the Stratum to recruit respondents to participate in the study. This ensured that every employee had an equal chance of participating in the study across all the tiers of the Hospital. The sample size was calculated using Taro Yamane's formula [69]. The formula yielded a total of 463

respondents comprising 17 senior managers (strategic level), 86 middle level managers (tactical level) and 360 support staff (operational level).

Primary data was collected through self-administered structured questionnaire on a Likert scale. The data collected was stored in appropriate format that permits statistical analysis. The analysis entailed computer-aided, statistical manipulation. All the data collected was entered into the statistical package and data cleaned for missing values and data entry errors. Data analysis was done using STATA/MP Version 13. Quantitative data was analysed to generate descriptive statistics, which include frequency, percentages and means to profile sample characteristics and major patterns emerging from the data. Inferential statistics was applied to check whether there was linear relationship between the variables and powered to 95% confidence interval.

III. RESULTS

3.1 Influence of Individualized Consideration on Employee Performance

The study investigated the influence of individualized consideration on employee performance at MTRH. The results were as shown in Table 1 below.

Table 1: Influence of Individualized Consideration on Employee Performance

S.No	Measured parameters: Supervisor	Mean	SD	Min	Max
1	Recognizes employees to stimulate better productivity	4.47	0.66	2	5
2	Spends time teaching and coaching me	4.45	0.59	2	5
3	Respects and Celebrate Individual Contributions that each make to the Team	4.41	0.63	2	5
4	Provides opportunity for teaching & identification of needs and capabilities of others	4.38	0.58	2	5
5	Provides opportunities for training to employees lead to better quality of service	4.33	0.65	2	5
6	Gives personal attention to individual employees	4.29	0.67	1	5
7	Assigns tasks and duties as per knowledge and capabilities	4.28	0.65	1	5
8	Manages conflicts by being sensitive individuals' different needs, abilities and aspirations	4.18	0.68	1	5
Total	Overall Individualized Consideration	4.35	0.36	2	5

As shown in the table above, “recognition of employees stimulate better productivity” was rated highest with a mean score of 4.47 (SD 0.66) followed by “my supervisor spends time teaching and coaching me” (M=4.45 SD 0.59). “Respects and celebrate individual contributions that each make to the team” was rated with mean of 4.41 (SD 0.63) whereas ‘I get opportunity to be taught how to identify the needs and capabilities of others’ was rated with a mean of 4.38 (SD 0.58). The lowest rated parameter was “we are treated each as individuals with different needs, abilities and aspirations” with a mean score of 4.18 (SD 0.68). The overall mean score for individualized consideration was 4.35 (SD 0.36) which was highest compared to the others (intellectual stimulation, inspirational motivation, idealized influence) that were rated at 4.31 on average.

3.2 Influence of Intellectual Stimulation on Employee Performance

The research also sought to determine the influence of intellectual stimulation on employee performance at MTRH. The findings were as summarized in Table 2 below.

Table 2: Influence of Intellectual Stimulation on Employee Performance

S.No	Measured Parameters: Supervisor	Mean	SD	Min	Max
1	Encourages high productivity through creativity and innovation	4.57	0.61	2	5
2	Encourages us to rethink ideas that had never been questioned	4.54	0.68	2	5
3	Suggest new ways of how we do our job	4.41	0.70	2	5
4	Solicit ideas from employees without criticizing other employees	4.37	0.66	2	5
5	Ensures involvement of employees in decision making	4.27	0.64	2	5
6	Encourages expressing problems through reasoning and evidence rather than unsupported opinions	4.19	0.59	1	5
7	Allow employees to express their views freely	4.11	0.64	1	5
8	Encourages me to express my opinions	4.01	0.63	1	5
Total	Overall Intellectual Stimulation	4.1	0.42	2.12	5

The overall intellectual stimulation score was at 4.31 on average with a standard deviation of 0.42. “Encourages high productivity through creativity and innovation” had the highest contribution (M=4.57, SD=0.61), followed by “encourages us to rethink ideas that had never been questioned” (M=4.54, SD=0.68). “Suggesting new ways of how to do job” was rated third; M=4.41, SD=0.70 whereas “soliciting ideas from employees without criticizing other employees” was rated fourth; (M=4.37, SD=0.66). The least contributing parameter for the high rating in the intellectual stimulation was “encourages me to express my opinions” with a mean of 4.01 and standard deviation of 0.63.

3.3 Correlation Analysis

The results for the correlation analysis between the two variables of transformational leadership, namely intellectual stimulation and individualized consideration, on the one hand, and employee performance, on the other hand, were as documented in Table 3 below.

Table 3:Correlation between Transformational Leadership & Employee Performance

Variables	Statistic	Intellectual Stimulation	Individualized Consideration	Employee Performance
Intellectual Stimulation	r	1		
	p-value	-		
	n	448		
Individualized Consideration	r	0.514	1	
	p-value	<0.001	-	
	n	448	448	
Employee Performance	r	0.382	0.404	1
	p-value	<0.001	<0.001	-
	n	448	448	448

As shown in Table 3 above, there was a positive correlation between intellectual stimulation (M = 4.31, SD = 0.42) and employee performance (M = 4.22, SD = 0.33), $r = .382$, $p < 0.001$. In addition, there was a positive correlation between individualized consideration (M = 4.35, SD = 0.36) and employee performance (M = 4.22, SD = 0.33), $r = .404$, $p < 0.001$. In summary all, both the two parameters of transformation leadership (namely intellectual stimulation and individualized consideration) were positively correlated with employees’ performance which were moderate though significant.

IV. DISCUSSION

4.1 Individualized Consideration and Employee Performance

One of the leading findings of the study is that supervisors spent time teaching and coaching employees and focused on developing their strengths. This finding agrees with those of Axmithwho observes that coaching has been used by most organizations to assist newly-appointed employees to make a successful transition into a role [19]. In addition, to help a valued employee with a specific performance problem develop new skills and make necessary – often difficult - behavioural changes. The research established links between mentorship and employees’ level of confidence, and identified that mentorship, as an antecedent to employee level of confidence (self-efficacy), is a non-direct influence of firm performance and growth. These results also corresponded to those of Gomes [23] and Long *et al.* [4] who state that, the individualized consideration leader may also respect and celebrate individual contribution that each follower can make to the team. Ahmad *et al.* further observed that individualized consideration leaders are sensitive to the individual, which triggers feelings of happiness and comfort in the employee due to the personal attention that the leader accords them [30].

According to the study, supervisors respect and celebrate individual contributions that each make to the team and give personal attention to individual employees. The results concurred with those of Gomes [23] and Long *et al.* [4] who state that the individualized consideration leader may also respect and celebrate individual contribution that each follower can make to the team. Ahmad *et al.* [30] further observe that individualized consideration leaders are sensitive to the individual, which triggers feelings of happiness and comfort in the employee due to the personal attention that the leader accords them. Recognition of employees stimulates better productivity. This finding reiterates that of Meyer and Peng who note that recognition can be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity [22].

The study also found that supervisors are sensitive to specific knowledge, capabilities, and personal issues that employees have when assigning tasks and duties to them. They also train and coach employees to

enable them achieve the organization's objectives. The results are in tandem with the observations of Datche and Mukulu who note that, by being sensitive to the specific knowledge, capabilities and personal issues, individualized consideration allows transformational leaders to assign employees tasks and duties they are most competent at doing [24]. Long *et al.* further state that the individualized consideration leader trains subordinates and acts as a coach to help them achieve the company's objectives and goals [4].

The respondents further reported that their leaders manage conflicts by being sensitive to individuals' different needs, abilities and aspirations. They also eliminate chances of conflict by timely resolution and making employees feel they are part of the solution. The results concur with what Ahmad *et al.* [30] and Datche and Mukulu[24] state, that the leader, by being sensitive to the unique needs of the employees, treats the followers individually based on the knowledge, talents and competencies of each. Further, Awan and Anjum observe that individualized consideration style leaders are able to manage conflicts by ensuring collaborative decision-making, open communication, regular feedback and timely resolution of conflict [70]. Karamatalso contends that, individualized consideration leaders eliminate chances of conflict by making employees feel that they are part of the solution [71].

Intellectual Stimulation and Employee Performance

Supervisors encourages high productivity through creativity and innovation. These results concur with Nwagbara that provokes followers to think new methods and means in an innovative ways by getting them involved in the process of decision-making as well as problem solving that impact on their social, economic, environmental and political wellbeing [41]. This is corroborated by Northouse study who noted that Transformational Leaders encourages followers to be creative and innovative, and to challenge their own beliefs and values as well as those of the leader and the organization [31]. The results also coincide with Avolio who indicated that Transformational Leaders supports followers as they try new approaches and develop innovative ways of dealing with organizational issues [42]. It promotes followers' thinking things out on their own and engaging in careful problem solving." Jung *et al.* also indicate that transformational leaders exciting individual's cognitive ability, so that he or she can engage in independent thinking in the course of carrying out job responsibilities [32].

The research established that supervisors encourages employees to re-think ideas that had never been questioned and suggesting new ways of doing a job. These results concur with those of [46] who states that states that transformational leaders permit followers to "think outside the box", encourage followers to innovate new ways of looking at things and to be creative in performing their duties. This view is also corroborated by Ogola *et al.* who note that, by persistently probing for fresh knowledge, intellectual stimulation leaders continuously impart, exemplify, promote and acquire new resourceful ideas for solving problems from all organizational followers [46]. Bono and Judge add that intellectual stimulation can be conceptualized as a situation in which leaders push followers to develop innovative strategies [72].

The respondents also reported that supervisors solicit ideas from employees without criticizing other employees and encourages expression of opinions. These results were in line with the findings of Gomes who indicates that intellectual stimulation leaders help their subordinates approach issues with a fresh perspective, without fear of any negative consequences from sharing their ideas openly [23]. Gomes also states that a lack of employee voice may withhold an organization from accessing ideas and suggestions that nourish growth, improvement and learning. The results also agree with what Krishna states that followers are inspired to try new ways of looking at a problem and their sentiments are not disregarded for not conforming to the views held by leaders [40]. Lastly, the study found that supervisors encourage expression of problems through reasoning and evidence rather than unsupported opinion. This is in concurrence with what Jandaghiet *al.* has observed, that transformational leaders always direct their followers to find the solution to problems in a logical manner and supported by evidence rather than in a traditional setup [35].

V. CONCLUSION

The study concludes that recognition of employees stimulates better productivity. Moreover, leaders spending time providing coaching and teaching through personalized attention to employees as well respect and celebration of contributions of each individual in a team is critical. Providing staff with the opportunity to identify their needs and capabilities as well as assignment of tasks and duties as per knowledge and capabilities is a determinant to employee performance. Provision of training to employees also lead to better quality of service delivery. The study further concludes that leaders encourage high productivity through creativity and innovation as well as encouraging staff to rethink ideas that had never been questioned – the leaders permitted employees to "think outside the box", and encouraged employees to try new ways of looking at a problem. Lastly, the study also concludes that Supervisors solicit ideas from employees without criticizing other employees and ensures involvement of employees in decision-making.

VI. RECOMMENDATIONS

Based on the study findings and conclusions, it is recommended that leaders should manage conflicts by being sensitive individuals' different needs, abilities and aspirations. Training to employees should continually be provided and duties assigned based on knowledge and capabilities. Employees should continually be given the opportunity openly express their views and more involvement in decision-making process and problem solving through reasoning and in an evidence-based manner should be encouraged.

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