INFLUENCE OF INDIVIDUALISED CONSIDERATION DIMENSION ON ORGANIZATIONAL PERFORMANCE OF THE SOUTH EASTERN KENYA ECONOMIC BLOC (SEKEB) COUNTIES. THE MODERATING ROLE OF INNOVATION

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ABSTRACT

County governments in Kenya are devolved units which were formed constitutionally nearly a decade ago to perform particular functions. County government performance has faced a number of challenges emanating from the type of leadership embraced by each particular county. It is on this basis that this research focused on establishing the influence of transformational leadership dimensions on organizational performance of the South Eastern Kenya Economic Bloc (SEKEB) counties with the moderating role of innovation. The specific objectives were; to establish the influence of individualized consideration on organisational performance of the county governments in the South Eastern Kenya Economic Bloc and to examine the moderating influence of innovation on the relationship between transformational leadership dimensions and organisational performance. The main theory which informed this study was transformational leadership theory and supported by stakeholder, strategic leadership and resource based view theories. The study was guided by pragmatism philosophical approach. A descriptive research design was used. The target population was 408 with sample size of 289 respondents employed. Stratified random sampling technique was used for this study. Instrument of data collection was questionnaires. Reliability was ensured through the pilot study and ascertained through the Cronbach's alpha test. Validity was ascertained through the guidance of research supervisors and by conducting confirmatory factor analysis. Analysis of the results was conducted using descriptive statistics; mean standard deviation, skewness, kurtosis, percentages and frequencies. Pearson-moment correlation coefficient was used to establish the strength of the relationship between variables. Simple linear, multiple and hierarchical regressions were used to identify the association between variables and estimate the direct effect, combined effect and the moderating effect between variables respectively. The analysed data was presented in tables, graphs, charts and figures. Research results indicated that there is a positive and significant influence of individualised consideration, inspirational motivation and idealised influence on organisational performance while intellectual stimulation attracted an insignificant influence on organisational performance. The study made the conclusion that idealised influence and individualised consideration dimensions of the leader made remarkable influence to organisational performance of county governments in South Eastern Kenya Economic Bloc. The study recommends that policy makers on county governments must put emphasis on individual consideration dimension of the leader in order to improve county performance.

Key Words: Individualised Consideration, Organisational Performance, Transformational Leadership and South Eastern Kenya Economic Bloc (SEKEB).

INTRODUCTION

Background to the Study

Organisational performance is a variable which is the most important subject for the leaders to consider when attempting to build and improve organisational operations. Organisational performance reflects the organisations growth and long-term survival. That is, its continuous improvement of organisational performance forms its vital objectives (Ogolla 2020).

Sitonga and Widodo (2017) found out organisational performance is a description of the level of achievement of the implementation of an organisation's tasks in an effort to realize the goals, mission and vision of the organisation. Organisational performance is achieved through individual employees or a team of employees working in the organisation under the authority and responsibilities assigned and resources allocated. In the public sector, performance is measured by the inputs for executing activities, the process through which the speed and determination of implementation is done, the output whether tangible or intangible, outcome which reflect the actual and expected results, the benefits accrued from the activity and the impact whether positive or negative.

Doval (2020) study indicated that the whole society today is facing the problem of performance assurance for organisations especially obtaining success in an increasing competitive market. Organisational performance comprises the actual output or results of an organisation as measured against its intended outputs (goals and objectives). The performance of an organisation depends first of all on how it's governed and second on the active and correct involvement of employees in fulfilling the strategic objectives of the companies. The fulfillment of strategic goals is achieved both by observing the plans and procedures established, as well as by creating and accumulating new knowledge in all areas of the organisation's activities.

According to Creswell, (2014), transformational leadership is innovative, deals in advance with abrupt changes in the business environment, which positively changes the organization. Transformational leaders consider themselves as change agents and they motivate followers. Unlike transactional leaders, who exercise their power by rewarding the employees and giving them money and status. Transformational leaders on the other hand, inspire their followers and lead them towards a dream or vision for enhanced performance (Ogolla, 2020).

Individual consideration is the construct through which a transformative leader takes into account individuals' needs by being their mentor and coach as well as paying attention to the needs of each follower. The leader provides insight, maintains open communication and encourages the followers to be active by showing them on how to face challenges and issues before them. The actions also include provide the need for respecting and celebrating the individual contribution to

strengthen the followers team spirit. The followers in return develop determination and desire for self-growth and acquire inherent motivation for their responsibilities (Ljungholm, 2014). (Bass, 2005 and Riaz , 2012).

Statement of the problem

Successful implementation of transformative leadership dimensions (individualised consideration, intellectual stimulation, inspirational motivation and idealised influence) plus the moderating role of innovation will lead to high organisational performance of South Eastern Kenya Economic Bloc counties.

The 2018/2019 general audit report of Machakos County indicate that more money, 39% was spent on personal emolument contrary to the threshold of 35%, thus denying development its budget allocation. The 2015/2016 audit report of Makueni County indicate a total budget of Kshs, 5,497, 781, 502 was allocated out of which 23% was spent on development. The same report indicate that out of a total budget of Kshs, 11,243,352, 825 was allocated for Kitui county and only 14% was spent on development. The less allocation negatively impacted on the delivery of services.

Studies done by Khalil & Sahibzadah, (2017), Ogola et al., (2017), Amin, (2016) and Abu et al., (2013) did not focus on the influence of transformational leadership on organisational performance in the public sector. Most of the studies focused on employee performance with little to do with the influence of innovation on organisational performance (Ngaithe et al., (2016). Finally, most of the studies did not determine the moderating effect of innovation on the relationship between transformational leadership and organisational performance (Jiang et al., (2017), Jerobon et al., (2016), Wagude et at., (2015), Angela et al., (2017), Noermijati, (2014). It is against this background that the current study aims to establish the influence of transformational leadership on organisational performance as moderated by innovation in the county governments of the South Eastern Kenya Economic Bloc (SEKEB)

LITERATURE REVIEW

Transformational Leadership Theory

Downton first introduced transformational leadership approach in 1973. Then the theory was extended by Burns in 1978 and further by Bass in 1985. In 1985, Bass postulated that the leader influences subordinates by making them understand the prominence of tasks, making them realise to keep organisational and team goals above individual interests. The theory aimed to develop positive change in subordinates and their development as future leaders. Burns described leadership as a collection of three behaviours, ability of leaders to inspire followers (known as

charismatic leadership) individually to meet their personal needs also known as individualized consideration and support innovativeness and effortful problem solving known as intellectual stimulation. Bass (1985) introduced four dimensions of transformational theory; individual consideration, intellectual stimulation, inspirational motivation and idealised influence. Our study's conceptual framework in anchored on these four dimensions (Odumeru and Ifaenyi, 2013).

Transformational leadership distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organization and a course that will yield certain superior performance to the stakeholders social dividend (Kemal & Surji, 2015 & Ogolla, 2020). Transformational leadership is combination of charismatic, personalized influence (providing the vision, encourage high standards, energizing the followers) and instrumental, competence-oriented professionalism (Andersen, 2015).

Transformational leadership theory analyses effective behaviours among leaders and the effect of such behaviours on follower performance (Ciulla, 2014). Transformational leaders influence their followers using exemplary behaviours, inspiration, and selfless attitude. Transformational leaders also demonstrate effective leadership, through their behaviours, and stimulate followers' commitment to organizational goals. Transformational leadership represents a leadership strategy aimed at increasing the employees' motivation to achieve organizational goals (Priest & Gass, 2017).

The assumption of the theory is that transformational leaders encourage followers to go beyond self-interest for the sake of the team or organisation and inspire followers to accomplish the organisation's vision and mission. Transformational leaders are not only concerned with individual performance but also the performance of the entire organisation (Hassan, 2019).

The limitation of the theory is that this type of leadership is a little multifaceted to implement, as it stresses exceptional transformational leaders who carry vast experiences, knowledge of change and high expressive cleverness. The convincing power of transformational leadership plays a significant role in the achievement of this leadership style. So, if a leader is not able to persuade team members towards the vision to be achieved then the whole effort can be wasted (Odumeru and Ifaenyi, 2013). Transformational leadership is expected to improve organizational performance, but does not address the outcomes of a transformational leader on organizational processes that are key to organizational performance. The theory has a tendency to address only the effect of a transformational leader on individual behaviour and not on the group or organization (Murgor, 2014).

The criticism to the theory is that a transformational leader is having countless ethical values but, in a state, where a leader does not carry such ethical values then his/her leadership style can fail

and yield adverse effects. The four mechanisms are overlay to each other in terms of meanings and notions. From the ethical grounds, a transformational leader can be ambiguous also and a leader may get complicated in unethical performs. Due to this the leader can forcefully lead team members to indulge in unethical acts (Avolio and Howell, 1992).

Relevance of the theory is that, for organizations to move forward in terms of overall performance, they must be willing to change, improve, and enlarge over time. When new activities take place such as innovations to steer the county to high levels, transformational leadership is the best style to bring employees on-board to the vision being presented. They make the changes themselves, which inspires others to make the changes as well. When applied correctly, this process allows the leader, the followers, and the organization to eventually reach their full potential of performance.

Strategic Leadership Theory

Strategic leadership theory as developed in the year 1999 by Ireland & Hitt who conceptualized it as a set of unique capabilities of anticipating, envisioning, maintaining flexibility, thinking in a strategic way and empowering employees to generate innovative ideas that lead to high performance. Further, it is an activity that is directed towards giving purpose to organizations House & Aditya (1997). It is also viewed as the ability to create and maintain absorptive and adaptive capacities and the ability to discern environmental opportunities through their leadership wisdom (Boal & Hooijberg , 2001). The theory was extended further by Rowe & Nejad (2009) who called it an activity of communicating the shared values and a clear vision to employees, and the ability to make decisions with minimum organizational controls. Strategic leadership is anchored on the thinking and visionary capabilities of strategic leaders whose aim is to create an organization that is transformative (Carter & Greer, 2013).

The assumption of this theory is that it has evolved as an innovative approach to management practices during recent competitive landscape. It is considered as an instrument of innovation which is a gateway to organisational sustainable growth and outstanding performance. A strategic leader has a broad sense and picture of the organisational problem and identifies opportunities that require dedication and commitment towards finding solutions. The core of which is determining the strategic direction of the organisation, towards which performance is hinged (Nayak, 2016).

The limitation of the theory is that strategy generation and execution do not generate organisational performance continuously. This is because strategic leadership capabilities are needed in the new competitive landscape expected in the 21st century. The success of today's global interconnectedness economy springs from the fast and efficient exchanges of information (Jaleha, 2018).

Empirical studies indicate that strategic leadership is critical to organisational performance (Quigley & Graffin, 2017) and most effective during environmental uncertainties (Jansen et al., 2009). However, other studies have found out that such an influence is paradoxical since the complex nature of the external environment and other contextual factors may likely constraint or limit the leader's influence and effectiveness (Fitza, 2017).

The relevance of this theory is that, the vision of the strategic leadership helps the transformative leader to create definitive, concrete and achievable outcomes that reflects the organisational performance. County outcomes are surely achieved when leader is visionary, creative, and innovative and inspires and has concern for the performance of all employees. Transformational leadership focuses on the human resources as the critical resource that effectively exerts organisational change. In this regard, transformational leadership sheds light on the strategic role of followers' attitudes and values to accomplish a higher degree of effectiveness towards achieving organisational performance.

Empirical Literature Review

Bahati et al., (2019) examined the influence of individualized consideration on public sector performance. The study was quantitative in nature where survey research design was employed. Data was collected from a sample size of 360 using multi stage sampling procedure. Data was analysed using structural equation modeling. The findings revealed that individualized consideration ha d a positive and significant influence on public sector performance in Tanzania. The study's conclusion was that leaders in the public sector should be aware that high performance was influenced by recognizing the efforts of employees, involving them in decision making, mentoring and coaching them.

Ondari et al., (2018), sought to find out the effect of individualized consideration on organisational performance of state owned corporations in Kenya. The study adopted a descriptive research design where the use of measures of central tendency such as mean and standard deviation was common. The authors indicate that primary data which was obtained from the original sources using structured and semi-structured questionnaires and captured through a 5-point type Likert Scale. The drop and pick method of questionnaires was used. The data was subjected to descriptive and inferential statistics. The results showed that there was significant relationship between individualized consideration and organisational performance of state owned corporations in Kenya.

Ogola et al., (2017) investigated the influence of individualised consideration on employee performance in small and medium enterprises in Kenya. The study targeted 100 Small and Medium Enterprises (SMEs). A correlational research design was employed to investigate the relationship between the independent and dependent variable. Stratified proportionate random sampling technique was used. Data was collected using a closed ended questionnaire. Pearson correlation,

multiple regression and chi-square were used to analyze the data. The results showed that individualised consideration leadership behaviour and employee performance in SMEs in Kenya had a strong positive and significant correlation. The findings concluded that high performance is achieved when the leader recognizes employees' efforts, creates confidence, and encourages self-development practices, effective communication and coaching.

Amin, (2016) carried a study to establish the influence of individualized consideration, intellectual stimulation and inspiration motivation on organisational performance in the National Bank of Kenya. A descriptive research design was employed. The author used primary data which was collected through semi structured questionnaires. The qualitative data was analyzed using thematic content analysis. Quantitative data was analysed using inferential and descriptive statistics. The study found that inspirational motivation had the most significant influence on the performance of National Bank of Kenya, followed by individualized consideration and intellectual motivation. The study also found that leaders at the National Bank of Kenya acted as coaches and advisors to individual employees. Amin's (2016) study looked at National bank of Kenya but our study will consider the county governments in Kenya. The study looked at individualised consideration as the independent variable. The current study will consider transformational leadership as the independent variable.

John et al (2015) established the influence individualised consideration in effective organisational performance. The study used primary from a population of 137 employees working in 12 branches of Post Bank and National Bank within the Rift Valley, Kenya. Data was collected through a structured questionnaire. Descriptive and inferential statistical techniques were used for analysis. A regression was carried out and the R square (r^2) value of 0.6374 implied that 63.74% of the variation of effective organisational performance in state owned banks can be explained by variation in independent variables. Further; by quick standard error tests, the individual coefficients of regression were found to be significant in influencing effective organisational performances.

RESEARCH METHODOLOGY

Research Philosophy

The Study used pragmatic research philosophy. Pragmatic research philosophy focuses on the sole decision maker in the concrete world situation. It is simply oriented toward solving practical problems in the real world rather than being built on assumptions about the nature of knowledge (Creswel, 2014, Shannon-Baker, 2016). Pragmatism is action oriented (Cameron, 2011).

Research design

The study applied the descriptive research design. The design was appropriate because it enabled the researcher to describe and explain information on the influence of transformational leadership dimensions on organisational performance of county governments in South Eastern Kenya Economic Bloc.It was important to the study in that it allowed the collection of more information from the respondents in regard to all the variables of the study. This research design had been used in the past by scholars including; Ondari et al., (2018), Kirui et al., (2019), Benta et al., (2018), Nyakawa, (2021) and Karimi & Morshedi, (2015).

Study area

The study was carried out in South Eastern Kenya Economic Bloc counties (Kitui, Makueni, Machakos). The South Eastern Kenya Economic Bloc was chosen because of its geographical convenience to arrive at the sample size of the respondents to the study. The other reason for the choosing SEKEB counties was that they are all dealing with the same economic activities of manufacturing and mining. In Machakos County, steel and cement are manufactured, Kitui does charcoal mining and Makueni deals with processing of agricultural products.

Target Population

The target population of this study was 408 respondents drawn from Machakos, Makueni and Kitui counties. The target key informants and unit of analysis were; 30 county executive committee members, 47 county chief officers, 136 directors and 195 deputy directors. The target population was drawn from the top management level of the county government. The reason being these are the categories of employees who are involved in planning for the county projects. They also participate in formulating the vision, mission, goal and objectives of fulfilling the projects of the county government. Still, they are the people who draw programs on the trainings, seminars and workshops that other employees attend for the purpose of gaining knowledge on how to improve organisational performance of the county government.

Sampling procedure and sample size

A stratified sampling technique was adopted because the entire target population was divided into sub-groups. It was applied with the intention of using the results to draw conclusions about the population from which it was chosen (Cooper and Schindler, 2014). Since the population was heterogeneous, stratified random sampling technique ensured representation of all the SEKEB counties.

The sample size of 202 was calculated using Yamane's model at a confidence level of 95%. Yamane's model states that;

$$n = N/1+N (e^2)$$

Where:

n = Sample size required

N = Target population

€= Margin error

n = 408/ 1+ 408 (0.05)2 = 202

To cater for non-response, the study adopted Yamane's 30% recommendation. This translated to a sample size of 289 respondents.

Data Collection

Primary sources of data were relied on and sourced through the structured questionnaires.

Instrumentation

The questionnaires for this study were self-administered to the sampled respondents (county chief officers, directors and deputy directors) of the study. The questionnaires were preferred because the data gathered could be processed and analysed relatively easily. They provided a convenient way of collecting data from a large number of respondents within a specified time. Being quantitative in nature, they easily allowed analysis of results. They allowed respondents to maintain their anonymity (Mugenda and Mugenda, 2003).

The sampled participants responded to the questionnaires whose items sought their views on the objectives of the research. The questionnaire was rated in a 5 point likert scale (5= strongly agree, 4= agree, 3= undecided, 2= disagree, 1= strongly disagree) The administered questionnaires had seven sections. Section 1 sought to ask questions on demographic data, section II on individualised consideration, section III on intellectual stimulation, section IV on inspirational motivation, section V on idealised influence, section VI on innovation and section VII on organisational performance.

Data Analysis and Presentation

The collected and valid questionnaires were coded and keyed into the SPSS version 23. Data was analysed uses descriptive statistics (mean and standard deviation) simple and multiple hierarchical regressions. The hypothesis and simple regression model for individualised consideration were set as follows; Individualised consideration of the leader does not have a statistically significant effect on the performance of the county governments in South Eastern Kenya Economic Bloc.

$Y = \beta o + \beta_1 X_1 + €$…………………………………………………………………..i

Where

Y = Organisational performance

β_0 - regression intercept

β_1 - coefficient of individualized consideration

X_1 – individualised consideration

€ - error term

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

Response Rate

Two hundred and eighty nine (289) questionnaires were given out to the respondents out of which two hundred and thirty five (235) were filled and returned. This represented the rate of 81.31%

which was found sufficient for the study (Saunders et al, 2021). Fifty four (54) questionnaires were not returned and eighteen (18) were not correctly filled and therefore were found not suitable for analysis. Two hundred and seventeen (217) questionnaires were appropriately filled and returned yielding to the response rate of 75.1%. Any response rate of above 55% is enough for conducting data analysis (Miller, 2011). Visser et al., (1996) note that the best way to obtain unbiased estimates is to achieve a high response rate.

Individualised Consideration Dimension

The study sought to establish the influence of individualised consideration of the leaders on the performance of county governments in South Eastern Kenya Economic Bloc. The results were presented in table 4.3

Table 4. 3: Descriptive Statistics Results for Individualised Consideration Dimension (N = 217)
Source: Field Data (2023)

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
The leader provides mentorship opportunities	217	1	5	4.18	.884	-1.341	2.008
The leaders' interaction with employees takes into account their individual preferences	217	1	5	4.16	.801	-1.108	1.900
The leader reassures employees that obstacles will be overcome	217	1	5	4.07	.830	-.923	.913
The leader listens to employee concerns effectively	217	1	5	3.83	.964	-.497	-.534
The leader is ready to develop employee personal strengths for performance	217	1	5	3.92	.929	-.685	.031
The leader takes care of my personal needs at the job place	217	1	5	3.79	.912	-.680	.264
The leader encourages aspire to do more to achieve targets	217	1	5	3.93	.900	-.985	1.133
The leader provides learning opportunities for career development	217	1	5	3.93	.870	-.896	1.013
The leader is keen	217	1	5	3.83	.843	-.325	-.239
Average				**3.89**	**0.881**	**-.827**	**0.721**

Source: Field Data, (2023)

The descriptive findings regarding individualised consideration dimension in table 4.3 established that respondents were in agreement that the leader provided mentorship opportunities (N= 217. M = 4.18, SD = 0.884). In addition, respondents were in agreement that the leader's interaction with employees took into account their individual preferences (N= 217, M= 4.16, SD = 0.801). Further, respondents agreed that the leader reassured employees that obstacles will be overcome (N= 217,

M = 4.07, SD = 0.830). Still, respondents indicated that the leader listened to employee concerns effectively (N= 217, M= 3.83, SD = 0.964). Additionally, majority of those who responded held the view that the leader was ready to develop employee personal strengths for better performance (N= 217, M= 3.92, SD = 0.929).

Another point of view held by respondents is that the leader takes care of employee personal needs at the job place (N= 217, M = 3.79, SD = 0.912). Respondents agreed that the leader encourages and inspires employees to do more to achieve target (N= 217, M = 3.93, SD = 0.900). On whether the leader provided opportunities for career development, the respondents agreed (N= 217. M = 3.93, SD = 0.870). The findings still revealed that the leader is keen (N = 217, M = 3.83, SD = 0.843)

The results in table 4.5 displays that skewness values did not have outliers, they ranged between - 2 and + 1 and were not excessive. Thus, there was a normal distribution. The results revealed that skewness had an average mean of -0.827. All the values were below -1, an indication that a negatively skewed distribution was attained which had a lightly longer tail to the left than to the right. The negative skewness also meant that responses tending towards the 5 were many than those which tended towards 1 on the five point likert scale. Results show that observations were approximately symmetrical.

The results also showed that kurtosis values were not excessive and had no outliers since they lied within the range of - 3 and +3, indicating that data was approximately normal. The average mean score of kurtosis value was 0.721, indicating that all the individualised consideration dimension items for the study assumed a kurtosis of ≤ 3, thus showing the distribution was symmetric and platykurtic since most answers tended more to 5 and 4 than 1. The general average mean score of standard deviation was 0.881, showing that individualised consideration dimension items were not isolated. The standard deviation score also showed that there were differences in the way responses were indicated in the questionnaire items as to what extent individualised consideration dimension influenced organizational performance in the county governments in South Eastern Kenya Economic Bloc. The general result on individualised consideration dimension indicates a mean score of 3.89. These findings indicate that majority of the respondents moderately agreed that individualised consideration dimension played a significant role in the performance of county governments in SEKEB.

The results are supported by Ondari et al., (2018) who sought find out the effect on individualised consideration dimension on organisational performance of state owned corporations in Kenya. The study found that there was a significant relationship between individualised consideration dimension and organisational performance of state owned corporations in Kenya. Supporting the results also is Mary et al., (2017) who investigated the influence of individual consideration dimension on employee performance in Kenya. The results showed that individualised

consideration dimension and employee performance in SMEs in Kenya had a strong positive and significant correlation.

Descriptive Statistics for Organisational Performance

The study sought to establish the performance of county governments of South Eastern Kenya Economic Bloc. The results are highlighted in table 4.8

Table 4.8: Descriptive Statistics Results for Organisational Performance (N = 217)

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
The county projects are completed on time	217	3	5	4.17	.553	.059	-.011
The county government utilizes the resources for the purpose for which are planned	217	3	7	4.35	.697	.235	.437
The county residents have access to public services	217	2	6	3.92	.702	.035	.178
The county residents have access to county public utilities	217	3	6	4.06	.624	.188	.240
The county government ensures that her citizens participate in planning the projects	217	3	5	4.33	.553	-.048	-.705
County projects are equally distributed according to the need of local residents	217	3	5	4.10	.460	.376	1.407
Average				**4.155**	**0.598**	**0.282**	**0.258**

Source: Field Data, (2023)

The findings from table 4.8 of the research indicate that the county projects are completed on time (N= 217, M = 4.17, SD = 0.553). Also the respondents were of the view that the county government utilizes the resources for the purpose for which are planned (N= 217, M = 4.35, SD = 0.697) and that the county residents have access to public services (N= 217, M = 3.92, SD = 0.702). Additionally, the respondents held the view that the county residents have access to county public utilities (N= 217, M = 4.06, SD = 0.624). Further still, the results showed that the county government ensures that her citizens participate in planning the projects (N= 217, M = 4.33, SD = 0.553). Further, the respondents held the view that county projects are equally distributed according to the need of local residents (N= 217, M = 4.10, SD = 0.460).

The results in table 4.8 displays that skewness values did not have outliers, they ranged between - 2 and + 1 and were not excessive. Thus, there was a normal distribution. The results revealed that skewness had an average mean of 0.282. All the values were below +1, an indication that a negatively skewed distribution was attained which had a lightly smaller tail to the left than to the right. The negative skewness also meant that responses tending towards the 5 were many than those which tended towards 1 on the five point likert scale. Results show that observations were approximately symmetrical.

The results also showed that kurtosis values were not excessive and had no outliers since they lied within the range of -3 and +3, indicating that data was approximately normal. The average mean score of kurtosis value was 0.258, indicating that all organizational performances items for the study assumed a kurtosis of ≤ 3, thus showing the distribution was symmetric and platykurtic since most answers tended more to 5 and 4 than 1. Thus, a perfect distribution was observed. The general average mean score of standard deviation was 0.598, indicating that there were differences in the way responses were indicated in the questionnaire items as to what extent idealized influence affected organizational performance in the county governments in South Eastern Kenya Economic Bloc. The general result on idealized influence indicates a mean score of 4.155. These findings indicate that majority of the respondents agreed that idealized influence played a significant role in the performance of county governments in South Eastern Kenya Economic Bloc.

In support of this result is a study by Datche (2015) who examined the influence of transformational leadership on organisational performance of state corporations in Kenya with the moderating role of employee engagement. The findings demonstrated that both transformational leadership and employee engagement were significantly related to organisational performance of state corporations in Kenya.

Victorine (2017) investigated effects of transformational leadership on organisational performance in Equity Bank in Kenya. The study found out that transformational leadership predicted organisational performance in Equity Bank in Kenya. The study concluded that employees must be given the opportunity and support to improve organisational performance and ensure that organisational objectives are met. Jerobon et al., (2016) assessed the influence of transformational leadership on employee performance in Nandi County government in Kenya. The results showed that there was a positive relationship between transformational leadership and employee performance. Ogolla (2020) examined the influence of transformational leadership on organisational performance of state corporations. Results indicated that transformational leadership had a positive and significant influence on organisational performance.

Confirmatory Factor Analysis

The study utilized Kaiser-Meyer-Olkin (KMO) to ascertain sampling adequacy and reliability of KMO index and Bartlett's test of Sphericity were conducted in order to assure that the sample was sufficient to fulfill the requirement of confirmatory factor analysis. Principal component analysis with Eigen values of more than one (1) explained the level of variance of one variable to another, Also the Eigen value exceeding one (1) indicated that data was worthy of conducting inferential statistics. Principal component analysis results for individualised consideration are shown in table 4.9

Principal Component Analysis (PCA) for Individualised Consideration

Table 4.9: Factor Analysis for Individual Consideration

Component Matrixª	
	Component
	1
The leader provides mentorship opportunities	.720
The leaders' interaction with employees takes into account their individual preferences	.724
The leader reassures employees that obstacles will be overcome	.749
The leader listens to employee concerns effectively	.771
The leader is ready to develop employee personal strengths for performance	.789
The leader takes care of my personal needs at the job place	.739
The leader encourages aspire to do more to achieve targets	.784
The leader provides learning opportunities for career development	.801
The leader is keen	.671
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Total Variance Explained	
Initial Eigenvalues	
Total	5.075
% of Variance	56.390
Cumulative %	56.390

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.910
Bartlett's Test of Sphericity	Approx. Chi-Square	950.287
	df	36
	Sig.	.000

Source: Field Data, (2023)

Nine items of individualised consideration dimension were subjected to PCA by use of SPSS version 23. The suitability of the data for factor analysis was done before conducting PCA. All the items for individualised consideration dimension scored above 0.5, hence were retained for factor analysis. The Chi-square statistics at 950.287 was found to be above the value of 0.5 (Bartlett, 1954). It had the corresponding p value at ≤ 0.001, which was less than the significance level of 0.05. The KMO value at 0.960 was more than 0.5 (Kaiser, 1974)

The results proved satisfactory for conducting factor analysis, thus indicating the demonstration of factorization of one (1) factor, for individualised consideration dimension. Principal component analysis showed the presence of one (1) component with Eigen value not exceeding 1, explaining the constant variance of 56.390. Hence, all factors were retained since the items were correlated and suitable for factor analysis. The component explained the total variance of 56.39 %.

Correlation Analysis

Correlation analysis test results indicates that there was a moderate, positive and significant relationship between individualised consideration (r = 0.391, N = 217, p = 0.000) and organisational performance

Regression Analysis

The study sought to establish the influence of individualised consideration of the leader on the performance of county governments in South Eastern Kenya Economic Bloc. The study predicted that individualised consideration did not have a statistically significant influence on organisational performance of the county governments of South Eastern Kenya Economic Bloc. A simple regression model was employed to establish the relationship between individual consideration and organisational performance.

$Y = \beta o + \beta_1 X_1 + \epsilon$…………………………………………….1

Where

Y - Organisational performance

β_0 – Constant (coefficient of the intercept)

β_1 – Change in organisational performance for each 1 increment change in X_1, that is, individualised consideration

X_1 – Individualised consideration

ϵ – the error term

Model summary for individualised consideration on organisational performance is shown in table 4.20a

Table 4.20a: Model Summary for Individualised Consideration on Organisational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319[a]	.102	.097	.82266

a. Predictors: (Constant), Individualised consideration

Source: Field Data (2023)

Table 4.20a shows results that individualised consideration had R squared (R^2 = .102). This means that individualised consideration explained 10.2 % of the change in organisational performance of county governments of SEKEB.

The ANOVA results for individualised consideration on organisational performance are described in table 4.20b

Table 4.22 b: ANOVA a for Individualised Consideration on Organisational Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.365	1	16.365	24.180	.000[b]
	Residual	144.829	215	.677		
	Total	161.194	216			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Individualised consideration

Source: Field Data, (2023)

The ANOVA findings demonstrated model fitness for individualised consideration on organisational performance was statistically significant F = 24.180, P = .000. Thus, the model was found fit for the prediction of organisational performance using individualised consideration. Given that the calculated F = 24.180, while F-critical = 3.84 (1.216) then F-critical ≥ F critical at the confidence level of 95% (0.05), the results indicated that individualised consideration is a positive and significant predictor of organisational performance of county governments of SEKEB. Therefore, the null hypothesis (H_{01}) is rejected.

The result is congruent with Shadrack et al., (2022) who established the influence individualised consideration on performance of National Government Administration in Kenya. The study found a strong and significant relationship between idealised influence and organisational performance

of National Government Administration (r = 0.566, P value 0.004 less than the significance level (0.05) meaning that an increase in individualised consideration will lead to an increase in performance of National Government Administration.

In support of this finding is the works of Ngaithe et al., (2016) who sought to establish the effect on intellectual stimulation on staff performance of state owned enterprises in Kenya. The findings illustrated that individualised consideration was strongly correlated with staff performance r (138) = .75, P < .00 and significantly predicted staff performance, β = 1.07, t (145), 0.4.57, P < .00. Then study concluded that intellectual stimulation positively and significantly increased performance of staff in SOEs in Kenya.

In support of this result is Orabi (2016) who investigated the role of transformational leadership and its four dimensions (individualised consideration, intellectual stimulation, inspirational motivation and idealised influence) and their influence on organisational performance. The results showed individualised consideration had a positive and significant contribution to organisational performance. Individualised consideration and organisational performance had a strong positive significant relationship at r = 0.792, P < 0.000.

This result is supported by Bahati el al., (2019) whose study found out that individualised consideration had a positive and significant influence on sector performance in Tanzania. The author made a recommendation that leaders in the public should be aware that high performance was influenced by recognizing the efforts of involving employees in decision making, mentoring and coaching them. In addition, Ogola et al., (2017) found out that individualised consideration leadership behaviour and employee performance had a strong positive and significant correlation. The study's conclusion recommended that high performance is achieved when the leader recognises employees' efforts, creates confidence, encourages self-development practices, had effective communication and coaching. The results are further supported by Ondari et al., (2018) established that there was a significant relationship between individualised consideration and organisational performance of state owned corporations in Kenya.

Table 4.20 c: Coefficients for Individualised Consideration on Organisational Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.730	.255		6.776	.000
	Individualised consideration	.338	.069	.319	4.917	.000

a. Dependent Variable: Organisational performance

Source: Field Data, (2023)

The results in table 4.20c shows the βo = 1.730, meaning that if all other factors were kept constant organisational performance of county governments in South Eastern Kenya Economic Bloc would be 1.730. In addition, coefficients of individualised consideration were 0.338, meaning that a singular unit increase in individualised consideration having other factors at zero, would lead to 0.338 increase in organisational performance of county governments in South Eastern Kenya Economic Bloc. Further, the results indicated that individualised consideration predicted organisational performance (β_1 = .319, P value = 0. 000), which means that a singular unit increase in individualised consideration yielded a .319 change in organisational performance of county governments. The influence of individualised consideration was more than 4 times the influence attributed to the error which was shown by the t-test value = 4.917, p value = .000. Therefore, anchored on this result, it was concluded that individualised consideration had a statically significant and positive influence on performance of county governments in South Eastern Kenya Economic Bloc. On the basis of the results above; the simple linear regression model was reached as shown below. Y = 1.730 + 0.338 IC

Innovation, Individualised Consideration and Organisational Performance

A simple linear regression was used to determine the moderating role of innovation on the relationship between individualised consideration dimension and organisational performance. The results are shown in tables 4.25 a, b and c respectively.

Table 4.25a: Model Summary for Innovation, Individualised Consideration and Organisational Performance

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	.314[a]	.098	.094	.82321	.098	23.244	1	215	.000
2	.315[b]	.099	.091	.82485	.001	.155	1	214	.694

a. Predictors: (Constant), Individualised consideration

b. Predictors: (Constant), Individualised consideration, Innovation

Source: Field Data, (2023)

The results in table 4.25a indicate that two models were generated. The first (1) model indicate that the value the variance of individualised consideration accounted for 9.8 %. The simple linear regression model 2 indicates that it is the most significant and important since it has the remarkable interaction between individualised consideration dimension and organisational performance. This implies that the results of model 2 indicate a strong and significant relationship between

individualised consideration dimension, innovation and organisational performance of county governments in SEKEB. The findings further indicate that individualised consideration dimension and organisational performance accounts for 9.9% of change in organisational performance of county governments in SEKEB. Individualised consideration dimension accounted for 9.8% of the variance in organisational performance. The degree of innovation moderating influence on the relationship between individualised consideration dimension and organisational performance is 0.1 (9.9% - 9.8 %). The ANOVA findings are described in table 4.25b

Table 4.25b: ANOVAa for Innovation, Individualised Consideration and Organisational Performance

ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.752	1	15.752	23.244	.000[b]
	Residual	144.345	215	.678		
	Total	160.096	216			
2	Regression	15.857	2	7.929	11.653	.000[c]
	Residual	144.239	215	.680		
	Total	160.096	217			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Individualised consideration

c. Predictors: (Constant), Individualised consideration, Innovation

Source: Field Data, (2023)

Table 4.25b shows the results of ANOVA model that indicated that individualised consideration dimension and innovation were statistically significant. The calculated F = 11.653, while F-critical = 3.04 (2,215) then F-calculated $\geq$ F critical at the confidence level of 95% (0.05), then the model reveals a statistically significant moderating role on the relationship between individualised consideration dimension and organisational performance thus exists. Hence, the hypothesis Ho_{5a} is rejected. The coefficients of this prediction in addressing the concerns of objective v (a) are shown in table 4.25c.

Table 4.25c: Coefficients for Innovation, Individualised Consideration and Organisational Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.745	.256		6.814	.000
	Individualised consideration	.333	.069	.314	4.821	.000
2	(Constant)	1.305	1.146		1.138	.256
	Individualised consideration	.333	.069	.314	4.813	.000
	Innovation	.106	.268	.026	.394	.694

a. Dependent Variable: Organisational performance

Source: Field Data, (2023)

Table 4.25c show the model which explains that increase of individualised consideration dimension as moderated by innovation leads to a singular unit increase in organisational performance by 0.026, p≤0.05. Upon the conclusion of the results, the following simple linear regression model was developed;

Y = 1.305 + 0.106 ICIn

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Individualized Consideration and Organizational Performance

The general result of individualised consideration indicated a mean of 3.89, the standard deviation of 0.881, skewness of -0.827 and kurtosis of 0.721. These findings implied that majority of the respondents agreed that Individualised consideration of the leader played a positive and significant role in the performance of county governments in South Eastern Kenya Economic Bloc.

Conclusions

The study concludes that the application of individualised consideration dimension of the leader in organisational performance of the county governments in South Eastern Kenya Economic Bloc had positive and significant contribution in the findings. The reason given is that the leader

provided the mentorships opportunities to the employees working for the county. The leader exhibited plausible interactions with the employees and took into account their individual preferences. Still, the leader listened to the employee concerns effectively and was ready to develop employee personal strengths for enhancing performance besides taking care of their personal needs at the work place. Further, the leader took care of employee personal needs at the job place, encouraged the employees to do more to achieve the targets as well as being keen while providing opportunities for career development to employees working for the county government.

Recommendations

The study recommended that to sustain performance of county governments in South Eastern Kenya Economic Bloc, employees should continually be mentored, interact with the leader, listened to, career developed and encouraged while the leader should be kin to maintain and practice such behaviours at personal level and in preference to employees.

Suggestions for further studies

Future researchers should consider doing research in other regional economic blocs in the republic of Kenya using the same variables to ascertain if the findings will be the same.

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