

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON COVID-19 CRISIS MANAGEMENT IN COUNTY GOVERNMENT OF MACHAKOS**

**BY  
PURITY SYOMBUA IKUSI**

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## DECLARATION

### STUDENT'S DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

Signature.....P.S.I.....


Date.....22/09/2021.....

Student: Purity Syombua Ikusi

Reg. no: 17/02875

### SUPERVISOR'S DECLARATION

I hereby certify that I have evaluated Purity Syombua Ikusi's master's dissertation.

Signature..........

Date.....9/10/2021.....

Supervisor: Dr. Lucy Wamalwa

## ABSTRACT

The aim of this research was to determine the influence of transformational leadership style on Covid-19 crisis management in Machakos County. The main objective of the research was to investigate the influence of transformational leadership style crisis management. This research will be significant to the government both at national and county level, organizational workers and future researchers. The study was anchored on four main theories namely; transformational theory, resource based view, contingency theory and upper echelon theory. Transformational theory explains that leaders and followers should advance organizational goals at the expense of personal interests. A leader should focus on member's needs and input in order to effectuate reforms. On the other hand, resource based view suggests that due to dynamic business environment, organizations can achieve competitive advantage by exploiting its strategic resources. According to contingency theory, leadership effectiveness is influenced by the interaction between the leader's personal characteristics as well as the circumstances. Lastly, upper echelon theory explains that top manager's perception of their organizations environment influences decisions they make that eventually hinder their performance. In addition, the study used a descriptive research design because it enabled the researcher to establish the status of the research phenomenon. The target population comprised of ten hospitals with sub groups drawn from Doctors, Nurses, Clinicians, human resource managers and disaster management officers making a total of 300 respondents. The study used a sample of 90 respondents through stratified sampling technique. Questionnaires were administered to collect useful data for analysis. Finally, data was analyzed using Statistical Program for Social Sciences and results presented in terms of percentages, frequencies, mean and standard deviation. The research discovered a significant positive association between inspirational motivation, intellectual stimulation, idealized influence and individualized consideration with covid-19 crisis management in Machakos County. Regression analysis found that the collective usage of transformational leadership style was responsible for 81.6 percent of the variations in covid-19 crisis management in Machakos County. The study concludes that transformational leadership style is critical in managing crisis such as Covid-19. It is therefore recommended that counties that are yet to adopt transformational leadership style should adopt as this will go a long way in crisis management. It is also suggested that policy makers should develop sound policies to guide counties when adopting leadership styles.

**Keywords:** Transformational leadership style, Crisis management, Covid-19 and SPSS.

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## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>iv</b>
<b>SUPERVISOR’S DECLARATION .....</b>	<b>iv</b>
<b>ABSTRACT.....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iv</b>
<b>DEDICATION.....</b>	<b>viii</b>
<b>LIST OF TABLES .....</b>	<b>ix</b>
<b>LIST OF FIGURES .....</b>	<b>xi</b>
<b>ACRONYMS AND ABBREVIATIONS.....</b>	<b>xii</b>
<b>OPERATIONAL DEFINITION OF TERMS.....</b>	<b>xiii</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.0 Introduction.....	1
1.1 Background of the Study .....	1
<i>1.1.1 County Government of Machakos.....</i>	<i>6</i>
1.2 Statement of the Problem.....	7
1.3 Study Objectives .....	10
<i>1.3.1 Specific Objectives .....</i>	<i>10</i>
1.4 Research Questions .....	11
1.5 Justification of the Study .....	11
1.6 Significance of the Study .....	12
1.7 Scope of the Study .....	13
<b>CHAPTER TWO .....</b>	<b>14</b>
<b>LITERATURE REVIEW .....</b>	<b>14</b>
2.1 Introduction.....	14
2.2 Theoretical Review .....	14
<i>2.2.1 Transformational Theory.....</i>	<i>14</i>
<i>2.2.2 Resource Based View.....</i>	<i>16</i>
<i>2.2.3 Contingency Theory.....</i>	<i>17</i>
<i>2.2.4 Upper Echelon Theory.....</i>	<i>19</i>

2.3 Empirical Review.....	20
2.3.1 <i>Inspirational Motivation</i> .....	24
2.3.2 <i>Intellectual Stimulation</i> .....	25
2.3.3 <i>Idealized Influence</i> .....	28
2.3.4 <i>Individualized Consideration</i> .....	31
2.4 Conceptual Framework.....	34
2.5 Operationalization of Variables .....	37
<b>CHAPTER THREE .....</b>	<b>39</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>39</b>
3.1 Introduction.....	39
3.2 Research Design.....	39
3.3 Target Population.....	40
3.4 Sample and Sampling Procedure .....	41
3.5 Research Instrument.....	42
3.6 Validity and Reliability of the Instrument .....	42
3.6.1 <i>Piloting of Research Instruments</i> .....	42
3.6.2 <i>Validity of the Instruments</i> .....	42
3.6.3 <i>Reliability of the Instruments</i> .....	43
3.7 Data Collection Procedure .....	43
3.8 Data Processing and Analysis.....	44
<b>CHAPTER FOUR.....</b>	<b>46</b>
<b>RESULTS AND DISCUSSION .....</b>	<b>46</b>
4.1 Introduction.....	46
4.2 Response Rate.....	46
4.3 Demographic Characteristics .....	47
4.3.1 <i>Gender of the Respondents</i> .....	47
4.3.2 <i>Age of the Respondents</i> .....	47
4.3.3 <i>Highest Level of Education</i> .....	48
4.3.4 <i>Duration with the Organization</i> .....	49
4.3.5 <i>Position in the Organization</i> .....	49
4.4 Descriptive Statistics.....	50
4.4.1 <i>Inspirational Motivation</i> .....	50
4.4.2 <i>Intellectual Stimulation</i> .....	51
4.4.3 <i>Idealized influence</i> .....	52
4.4.4 <i>Individualized Consideration</i> .....	53
4.4.5 <i>Crisis Management</i> .....	54

4.5 Correlation Analysis .....	55
4.6 Diagnostic Tests .....	56
4.6.1 <i>Tests of Normality</i> .....	57
4.6.2 <i>Tests of Multicollinearity</i> .....	57
4.6.3 <i>Tests of Heteroskedasticity</i> .....	58
4.7 Regression Analysis .....	59
4.8 Hypothesis Testing .....	62
4.8.1 <i>Inspirational Motivation and Crisis Management</i> .....	62
4.8.2 <i>Intellectual Stimulation and Crisis Management</i> .....	63
4.8.3 <i>Idealized Influence and Crisis Management</i> .....	64
4.8.4 <i>Individualized Consideration and Crisis Management</i> .....	65
<b>CHAPTER FIVE .....</b>	<b>66</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>66</b>
5.1 Introduction .....	66
5.2 Summary .....	66
5.2.1 <i>Inspirational Motivation and Crisis Management</i> .....	67
5.2.2 <i>Intellectual Stimulation and Crisis Management</i> .....	68
5.2.3 <i>Idealized Influence and Crisis Management</i> .....	68
5.2.4 <i>Individualized Consideration and Crisis Management</i> .....	69
5.3 Conclusions .....	70
5.3.1 <i>Inspirational Motivation and Crisis Management</i> .....	70
5.3.2 <i>Intellectual Stimulation and Crisis Management</i> .....	71
5.3.3 <i>Idealized Influence and Crisis Management</i> .....	71
5.3.4 <i>Individualized Consideration and Crisis Management</i> .....	71
5.4 Recommendations of the Study .....	71
5.5 Research Areas for Further Studies .....	72
<b>REFERENCES .....</b>	<b>74</b>
<b>APPENDICES .....</b>	<b>79</b>
APPENDIX I: QUESTIONNAIRE .....	79
APPENDIX II: TIME SCHEDULE FOR THE STUDY .....	82
APPENDIX III: BUDGET .....	83

## **DEDICATION**

This research dissertation is dedicated to my family for their prayers, encouragement and unconditional support during the study period.

## LIST OF TABLES

TABLE 3.1.....	40
Target Population.....	40
TABLE 3.2.....	41
Sample Frame .....	41
TABLE 3.3.....	43
Reliability Results.....	43
TABLE 4.1.....	46
Response Rate.....	46
TABLE 4.2.....	47
Gender Distribution .....	47
TABLE 4.3.....	47
Composition of Participants' Age.....	47
TABLE 4.4.....	48
Highest Education Level.....	48
TABLE 4.5.....	49
Duration with the Organization .....	49
TABLE 4.6.....	49
Organizational Rank .....	49
TABLE 4.7.....	50
Descriptive Statistics for Inspirational Motivation.....	50
TABLE 4.8.....	51
Descriptive Statistics for Intellectual Stimulation .....	51
TABLE 4.9.....	52
Descriptive Statistics for Idealized influence .....	52
TABLE 4.10.....	53
Descriptive Statistics for Individualized Consideration .....	53
TABLE 4.11.....	54
Descriptive Statistics for Crisis Management.....	54
TABLE 4.12.....	55
Correlation Results.....	55

TABLE 4.13.....	57
Test of Normality .....	57
TABLE 4.14.....	58
Test of Multicollinearity .....	58
TABLE 4.15.....	59
Test of Heteroskedasticity.....	59
TABLE 4.16.....	59
Model Fitness.....	59
TABLE 4.17 .....	60
Analysis of Variance.....	60
TABLE 4.18.....	61
Regression Coefficients .....	61

## LIST OF FIGURES

<b>FIGURE 2.1</b> Conceptual framework.....	34
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## **ACRONYMS AND ABBREVIATIONS**

<b>COVID-19</b>	Coronavirus Disease 2019
<b>KCA</b>	Kenya College of Accountancy
<b>MOH</b>	Ministry of Health
<b>RBV</b>	Resource Based View
<b>ERP</b>	Enterprise Resource Planning
<b>SMEs</b>	Small and Medium Size Enterprises
<b>SPSS</b>	Statistical Program for Social Sciences

## OPERATIONAL DEFINITION OF TERMS

- Transformational leadership** This necessitates leaders who can see the necessity for change, get stakeholder agreement and commitment, define a vision, and implement change (McGregor, 2003).
- Crisis Management** Al-Da'abseh *et al.* (2018) describe crisis management as a unique administrative process which is exposed to events that frequently occur without warning, and the crisis necessitates decisive measures and consistent judgments in light of the gravity of the issue.
- Intellectual stimulation** Levine *et al.* (2010) explain intellectual stimulation as the need for leaders to stimulate workers effort to be creative and innovative through questioning conventions, reframing problems as well as approaching issues applying new methods or approaches.
- Inspirational motivation** This implies that leaders should behave in ways that inspire and motivate followers by way of giving them meaningful and challenging activities (Rowold and Heinitz, 2007).
- Idealized influence** This means a constant learning cycle at both personal as well as institutional level. According to Quine and Spreitzer (1997), an empowered employee would operate in a dynamic changing environment that requires creation of new ideas to manage crisis.

**Individualized consideration**

It pertains to a leader's capacity to recognize and develop the most critical requirements of employees while also facilitating the necessary feedback to meet the organization's objectives.(Levine *et al.*, 2010).

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This chapter presents the background to the study, statement of the problem, study objectives and research questions, justification of the study, significance and scope of the study.

#### 1.1 Background of the Study

Leadership styles generally vary from one institution to another and among different leaders. People's interest in leadership has grown as a result of advances in knowledge, development in various fields, and changes in organizational conceptions and values. Leaders with a high level of experience, desired competency, knowledge, and the capacity to assume responsibilities and keep up with role expectations are required in any organization. Due to evolving business environment, leaders should provide direction and guide followers in executing organization agenda. According to Tekin (2014), leadership plays a vital role in maintaining crisis in organizations. They manage crisis by responding to with a clear vision that helps them handle crisis in order to benefit moving into the future. Thus, effective leaders are very concerned about diagnosing the crisis and making appropriate decisions regarding them.

For any institution, major disruptions including crises resulting from Covid-19 pandemic can impend business continuity (Carrington *et al.*, 2019). Regardless of the magnitude of the crises impact, the matter of crises preparedness and management procedure still remains a secondary challenge to many firms (Tomastik *et al.*, 2015). Crisis responsiveness mechanisms absence, such as Covid-19 pandemic has caused disruptions to lives and businesses and this could continue to cause damages if due diligence isn't put in place to contain it. As a result, competent crisis

management is critical. For prompt as well as proper reaction amid scarce resources, a leader should play an important role during crises in an organization (Carrington *et al.*, 2019). Such circumstances call for a leader to remain calm stimulate as well as direct the institution over hard economic times. Thus, transformational leadership style is suitable during crises.

Organizational leadership focuses on the relationship of a leader's capacity to affect or be affected by others in the execution of a common activity under consideration (Gambatista, 2004). Thus, lack of proper leadership in the organization will negatively hinder performance. And this may cause stagnation in organizational activities leading to missed objectives in the long run. Mintzberg (1990) reiterated that leadership is fundamentally the main as well as spirit of the organization since it channels all other institution resources in attempts to achievement of company goals. Thus, a leader should marshal adequate support from all stakeholders to help tackle and manage crisis within the company. Notwithstanding, different scenarios in an institution would compel leaders to apply distinct leadership styles relevant to effective crisis management.

Therefore, crisis means unplanned transformation process that renders the institution vulnerable to dissolution by threatening its objectives and resources while also causing tension among the stakeholders due to uncertainties. Thus, crisis management is a distinct administrative procedure that can be exposed to unexpected occurrences that often occur without warning, and that the crisis necessitates decisive actions as well as logical decisions in light of the gravity of the situation at hand. It is concerned with how best a situation can be managed holding other factors constant (Al-Da'abseh, Aljawarneh & Shwiyat, 2018).

As per Canhoto *et al.* (2015), crisis is a situation where the basic organization structures as well as customs are negatively influenced as a result of unexpected developments that occur over

time. For instance, the outbreak of Covid-19 pandemic in the country created a state of confusion in government as a result of massive disruptions it caused on lives and economy. The situation forced the government to incorporate relevant stakeholders to seek amicable solutions to contain and manage the crisis. During this wee hour, the top ministry officials demonstrated charismatic leadership based on how they responded swiftly to contain the crisis.

Research carried out by Hout (2009) revealed that leadership entails delegating roles and responsibilities to followers through the leader's assistance and support to make crucial decisions without consulting their seniors and supervisors. This would however be influenced by the leadership style selected that is dependent on the strategy implemented. Employing the suitable leadership is significant in crisis management because it spells out decisions and proceeding actions to control and relatively maintain crisis whenever they occur. As a result, in order to work effectively under an acceptable leadership policy that supports good leadership, leaders must develop necessary qualities (Saleem, 2010).

In crisis management, various leadership styles may be considered appropriate depending on how they have been applied by the leaders. These may include participative style of leadership, authoritarian leadership style, transformational and transactional leadership styles. Authoritarian leadership style mostly applies in government where power or authority is exercised in various aspects of the lives of citizens. According to a research conducted by Heifetz *et al.* (2012), institutions need to permit workers to freely air their concerns to the top management for appropriate actions to existing challenges.

Research conducted by Porac and Thomas (2014) revealed that public organizations practice authoritarian leadership. This influences workers' performance given the fact that

managers do not involve them in matters decision making in an organization. Policies developed under this leadership style may not be executed fast because it takes long process to be passed in parliament, assented by the president and finally published in the government gazette (Heifetz and Laurie, 2012). While in transformational leadership, the leader engages employees to seek a constrictive change in order to be visionary enough to influence the change by motivating the people involved. This leadership style is ideal though it is influenced by conflict of interest. Importantly, this research will be anchored on four main theories namely; transformational leadership theory, resource based view, contingency theory as well as upper echelon theory.

Transformational leadership is the capacity of a leader to influence the opinion of workers to perform beyond their own interests and focus on the collective interests of the company (Schlechter, 2009). Transformational leaders have the potential to transcend simple productivity and resource exchanges by deploying their personal acumen and the way they relate with their employees (Nahavandi, 2016). According to Crawford and Strohkirch (2002) there exist various characteristics of a transformational leader as discussed;

Transformational leaders create a clear vision; this means that leaders create a clear vision that they communicate to their employees by creating sufficient awareness and building mutual trust which leads to full actualization of organization vision and objectives (Johnson, 1998). Leaders ensure that the organization objective is well stipulated to give workers direction while also guiding them in their routine work. Vision would thus give the direction and define job requirements to ensure that they do not deviate from expected results.

Transformational leaders should serve as good models to their followers; these leaders have the power to influence the workforce through their actions and they commit to specific

administrative practices that contribute to organization development. Transformational leaders to their followers, in other words, are true role models.

Transformational leaders compel employees to accept organizational goals; practically, advanced companies are focused about creating substantial change through the workforce. Therefore, such firms do encourage workers to embrace a learning culture to acquire new skills and knowledge which enhance their competitiveness. This is however realizable under transformational leaders with strong acumen and ability to support both company and employee objectives (Coad and Berry, 1998).

Transformational leaders provide moral support; they ensure that there is transparency when dealing with workers while also encouraging them to embrace their leader as opposed to other leadership style that do not emphasize on this. Also, the leader should train and advice workers to perform tasks with high level of responsibility. Indeed, the leaders should inspire and motivate followers by providing requisite resources for learning and training because this will build a progressive organization (Prewitt, 2003).

Transformational leaders provide mental stimulation; these leaders create a vision and mobilize the necessary resources for knowledge management in the company as well as disseminating information to workers with emphasis on inventive as well as creative techniques in relation to technical aspects of the new workplace. Ideally leaders should nurture and promote learning in the entity by empowering workforce to understand the environmental complexities hence addressing them via thinking creatively that compels them to seek advanced know how to perform activities towards achieving the higher objectives of the organization (Polities, 2002).

In other words, transformational leaders are concerned about empowering the workforce in order to actualize their full potential as opposed to transactional leadership theory. Transactional

leadership approach explains a scenario where leadership is concerned about the roles of firm and supervision including group performance. This approach requires a leader to enhance employees' compliance by discharging rewards and punishment. Transactional leadership theory is mostly effective in emergency situations and in crisis (Robbins and Coulter, 2017). Similarly, resource based view asserts that the main strategic role of a manager is to establish potential resources and determine whether such resources are indeed strategic resources. Contingency theory asserts that success of a leadership model is dependent on many variables including the leaders preferred style, capabilities and behavior of followers and situational aspect. Rising emerging issues in this field such as increasing magnitude of crises, poor corporate governance, and misappropriation of resources and lack of crises management plans must be addressed to enable manager's lead efficient organizations. This has prompted the need for this study. Effective leadership necessitates adapting one's leadership style to the circumstances and maintaining control over three primary factors: the relationship between leaders and subordinates, the level of task complexity, as well as the leader's authority or power (Cheng & Chan, 2002).

### *1.1.1 County Government of Machakos*

Following the new constitution promulgation in 2010, the government was split into national and county governments with each having ministries to ensure that government resources are devolved to facilitate socio-economic development at both levels. Machakos is amongst the Kenyan 47 counties with massive potential in tourism and trade. The County is situated in lower eastern region few kilometers from Nairobi City.

Machakos County consists of eight parliamentary constituencies. The County is composed of two arms namely county executive headed by the Governor and the County assembly under the stewardship of the speaker elected by members of the county assembly. Machakos County

executive is tasked with executing development agenda and management of resources while the county assembly is concerned about legislation and enactment of laws. The assembly is mandated to oversight roles of the executive.

### **1.2 Statement of the Problem**

According to Tekin (2014), leadership plays an important role in managing crisis in organizations. Leaders manage crisis by articulating the organization vision which in turn enable them deal with crisis hence benefiting from them in the future. Thus, lack of quality leadership would undoubtedly hinder organizational performance. Similarly, crisis can be described as a circumstance where the basic structure and norms of an organization are influenced as a result of unanticipated developments. For instance, the recent outbreak of Covid-19 pandemic in Kenya caused confusion in government due to severe disruptions it caused on lives and the economy. The situation further forced the government to incorporate relevant stakeholders to apply amicable solutions to manage the Coronavirus pandemic. According to Safraz (2017), leaders are important players at all levels in the organization. As such, leadership can be exercised by any individual regardless of his level or hierarchy in the organization since it concerns a leader's ability to influence the behavior of their followers.

According to Al-Tai and Kubaisi (2016), "leaders inspire shared vision, build consensus, provide direction and promote changes in beliefs and actions needed to achieve organizational goals." Opoku *et al.* (2015) defined leadership as the "process of influence that emanate from internal and external stakeholders in the organization." Thus, leaders influence the direction which is taken by an organization and the vision that occurs via the relationship that exist between leaders and workers. During crisis management leaders requires up to date information with what's happening in order to make faster decisions. This can be achieved when the leaders incorporate

everyone in decision making. As such leaders must process a lot of information and handle stakeholder well to effectively manage crisis. Crisis management hence requires charismatic transformational leaders with acumen to include subordinates in decision making. Transformational leaders create a vision, provide mental support and stimulation, act as role models and convince followers to accept company agenda. These traits enable leaders to develop clear communication channels and involve subordinates in decision making (Opoku *et al.*, 2015).

However, various researches have previously been carried out on the influence of leadership styles and crisis management with limited studies on transformational leadership style. A study conducted by Ogbonna and Harris (2000) on specific leadership skills that lead to successful organizations established that democratic leadership is ideal during crisis management in their study of UK companies. As such, the study concluded that every industry should have specific leadership to enhance performance. This assertion was supported by research conducted by Obiwuru *et al.* (2011) that reiterated that transactional leadership promotes good governance and performance in organizations as opposed to transformational leadership style. As such, whichever leadership style adopted by an organization would influence performance including during crisis. A study conducted by Martin (2015) established that leaders' unconventional behavior characteristic would be essential in defining the growth in organization performance in crisis time and that this would arise from certain changes within a group that might influence followers as well as strategize to accomplish organization objectives particularly during a crisis. Effective leaders would make appropriate choices to see the organization overcoming challenges.

Research conducted by Hughes *et al.* (2018) demonstrated strategic leadership enables the workforce to unleash their potential across the organization as a result rendering the much needed skills required to manage crisis in the institution whenever they occur to achieve success. The

scholar explained the importance of strategic leadership in developing the vision of the organization, its mission, strategies and culture respectively. In this respect, this would enable key strategic leaders to internalize the business environment so that they can diagnose the challenges facing the organization such as potential crisis.

According to Lee and Welliver (2018), organizational leaders plays an important responsibility especially in managing crisis because they are expected to exhibit high level of confidence, assume responsibility of the situation, keep steadfast and control the scenario. In other words, focused leaders should direct employees in their respective roles. Importantly, they should understand the environment to enable them tackle challenges as they occur to salvage crisis. This should apply across all industries. On the other hand, Kumar (2010) examined effect of leadership styles on corporate culture preferences. His study focused on oil and gas industry hence did not discuss the essence of crisis management in public sector.

Lacerda (2019) observe that previous studies indicate transformational leadership as effective during crises. However, Alkharabsheh et al. (2014) and Stocker et al. (2019) contend that the efficacy of transformational leadership in crises is inconsistent. As a result, the researchers advocate for more research to address the impact of transformational leadership in disasters.

A study conducted by Politis (2001) investigated relationship between different leadership styles to knowledge management. Maina (2009) studied effects of leadership styles on strategy execution in the insurance sector. Itunga (2009) researched on effect of principal's leadership style on student's performance in Kenya Certificate of Secondary Education in Public Secondary Schools in Meru District. Most of these studies exhibit gaps that this study will fill.

Based on the previous studies, it is clear that none of them strictly focused on the prevailing topic leaving a gap that this study intended to bridge. This research therefore determined the influence of transformational leadership style on Coronavirus crisis management In Machakos County. Research analyzed and focused on the main variables that previous studies did not address. Similarly, the study strived to answer the question: does transformational leadership style influence Covid-19 crisis management in the County Government of Machakos?

### **1.3 Study Objectives**

The main objective of this research is to determine the influence of transformational leadership style on Covid-19 crisis management in County Government of Machakos.

#### *1.3.1 Specific Objectives*

This research was based on the following specific objectives namely;

- i. To examine the impact of inspirational motivation on Covid-19 crisis management in Machakos County.
- ii. To investigate the effects of intellectual stimulation on Covid-19 crisis management in Machakos County.
- iii. To assess the effects of idealized influence on Covid-19 crisis management in Machakos County.
- iv. To evaluate the impact of individualized consideration on Covid-19 crisis management in Machakos County.

#### **1.4 Research Questions**

The research questions included:

- i. Does inspirational motivation influence Covid-19 crisis management in Machakos County?
- ii. To what degree does intellectual stimulation influence Covid-19 crisis management in Machakos County?
- iii. Does idealized influence affect Covid-19 crisis management in Machakos County?
- iv. To what extent does individualized consideration influence Covid-19 crisis management in Machakos County?

#### **1.5 Justification of the Study**

This survey is done to meet the requirement by the institution to undertake research project in final year of study as stipulated in the academic handbook of KCA University. This will also ensure that the scholar adhere with regulation of the University and higher education.

Additionally, this study will add knowledge on the influence of transformational leadership style on crisis management hence contributing to the existing body of knowledge by addressing challenges and key areas of improvement.

Importantly, the scholar will gain a basis to demonstrate his skills and ability in the field of study through rigorous research writing. Therefore, the student will attain credit by producing quality research document showcasing his competence and ability as a scholar.

## **1.6 Significance of the Research**

This investigation will be substantial to various institutions such as: -

### **Government of Kenya**

The research will be important to the Kenyan Government especially Ministry of Health tasked with addressing Covid-19 pandemic and related crisis affecting the health sector in the country. It will provide relevant recommendations to the management of crisis to protect the lives of civilians.

This study will further provide clear details on transformational leadership style influence on Covid-19 crisis control with a central focus on Machakos County. Study findings will not only benefit Machakos County, rather other Counties may as well adopt the recommendations in formulating health and crisis management policies moving forward.

### **Organizational workers**

Study findings will help workers in particular health and disaster management specialists with best ways to respond to crisis such as Covid-19 pandemic. With relevant information, employees would be equipped with relevant skills on matter crisis management enabling them to respond swiftly to such situations whenever they occur.

Similarly, research findings will expose workers to information that they need to apply when handling scenarios such as crisis. Availability of materials will provide them with useful knowledge that they need in their work thus employees will acquire new skills, knowledge and abilities to conduct their work professionally and with due diligence.

### **Future researchers**

Research will be significant to future scholars because it provides sufficient literature in relation to the influence of transformational leadership style on Covid-19 crisis management in Machakos County. Study will enable researchers to develop in-depth understanding about crisis management to help the country and institutions adequately deal with emerging crisis in professional manner.

Advance research in this area will provide proper solutions to management of crisis and this will reduce the ripple effects when such crisis occurs.

### **1.7 Scope of the Study**

The research on influence of transformational leadership style on Covid-19 crisis management in County Government of Machakos was conducted in Machakos and the research targeted key stakeholders in the County. This aimed at ensuring that relevant information in relation to study variables was addressed. The study was completed by September 2021 to allow the researcher adequate time for presentation and for final approval.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Introduction**

This chapter presents the theoretical review, empirical literature review on previous studies, conceptual framework and lastly operationalization of variables. The chapter was examined in relation to the influence of transformational leadership style on Covid-19 crisis management in the County Government of Machakos.

#### **2.2 Theoretical Review**

Theoretical review discusses relevant theories which informs the study such as; transformational leadership theory, resource based view, contingency theory and finally upper echelon theory.

##### *2.2.1 Transformational Theory*

Transformational theory is different from the other contemporary theories because of its superior advantages as it involves stakeholders in activities and procedures linked to personal factor towards the organization and a course which may yield result. According to this theory, transformative leaders do motivate all managers and employees at all organizational levels (House and Shamir, 1993). Generally, the ground under which transformational leaders and followers engage is determined by common morals, believes as well as objectives which influence the overall performance yielding attainment of goals stated. However, Alkharabsheh et al. (2014) and Stocker et al. (2019) contend that the efficacy of transformational leadership in crises is inconsistent. As a result, the researchers advocate for more research to address the impact of transformational leadership in disasters.

Therefore, transformational theory conforms with Maslow (1954) higher order needs theory which explains that both leaders and workers aims at moving from lower basic needs to a point of self-actualization. Transformational leadership is a dynamic course and approach targeting beliefs, values and attitudes which enlighten leader's practices and capacity to lead change. Transformational leaders guide followers towards effectuating change in a company. They instill values required of staff and encourage them to be good custodians and organizational ambassadors in the outside world. These leaders also encourage their subordinates to aim high and they provide them with opportunities that they need to grow and actualize their full potential. Transformational leaders motivate employees through incentives and training programs.

Additionally, transformational theory emphasize that both the leader and followers should work towards advancing organizational objectives at the expense of self interests to improve the welfare of the institution. A leader should focus on followers' needs and input in order to transform, empower and motivate them in their work. McGregor (2003) explained that transformational leaders possess the ability to identify the need for change, gain the agreement and commitment of stakeholders, create a clear vision and purposely deliver real change. These leaders would treat their subordinates individually and strive to increase their morals, consciousness and skills by leveraging significance to their work and challenge. Indeed, transformational leaders have the power and capacity to convince their followers to pursue a common goal by making them understand the vision and future of the organization. Transformative leaders would work to improve stakeholders well-being by articulating the order needs of the organization to higher needs and purpose so that everyone understands where the organization is headed (McGregor, 2003).

Transformational leadership style however assumes that followers will follow the person that inspires them to achieve their goals and move towards a certain direction. The theory also

assumes that a person with a vision and passion can attain great things due to the zeal and commitment they exercise in their roles. Such people get things accomplished by injecting enthusiasm, and maximum energy to actualize the set objectives. These arguments may confirm the logic that transformational leaders are great reformists with great minds to drive the organization to higher levels (House and Aditya, 1997).

In relation to this study, transformational leaders understand that incorporating employees in decision making is important to crisis management in an organization. They incorporate subordinate staff to help address pertinent issues facing the organization. By doing this, transformational leader inspires and motivate workers to aim higher and commit to service. Indeed, transformational leaders are the epitome of organizational success and strive to make the company suitable for all stakeholders. Their charismatic nature motivates them to address crisis.

### *2.2.2 Resource Based View*

Barney in 1991 founded the resource based view and it explains that due to dynamic business environment, firms can attain competitive advantage by exploiting its strategic resources (Barney, 2014). Strategic resources are capabilities, assets, organizational processes, knowledge and information which are rare, valuable, inimitable and non-substitutable. Resource based view asserts that the main strategic role of a manager is to establish potential resources and determine whether such resources are indeed strategic resources. Resources are central to organizational success because it determines how fast plans will be executed and it also enables a company to meet its obligations. For instance, resources may be applied in acquiring inputs that are required for processing into usable outputs demanded in markets. As such it is absolutely true that without resources an organization would be crippled and will do little to salvage challenges that it faces.

Managers must thus develop, nurture, protect and efficiently use resources to achieve the stated objectives. Resource based theory assumes that organizations have unique competencies and capabilities that distinguishes them from others. It is on this premise that a firm may implement strategic plans to achieve competitiveness. The organization resources should also be different from the rivals to gain strength and capacity to compete effectively.

In addition, resource based view suggests that managers have full control of resources in their organization. This assumption may however not hold because quite often decision pertaining resources are vested on owners to avoid potential agency conflicts. Priem and Butler (2017) assessed whether RBV propositions are relevant to strategy and human resource management and established that resources are critical to the accomplishment of the firm especially in a competitive business context. Effective use of resources would enable an organization to reduce production costs and to maintain superiority.

In other words, resource based view is majorly concerned with the source and nature of strategic capabilities required by an institution to propel it to greater heights. A transformational leader would find it possible to address crisis especially if the organization have adequate resource capabilities. Thus, resource based view is pertinent to the research on transformational leadership style influence on Covid-19 crisis management in Machakos County.

### *2.2.3 Contingency Theory*

This is a leadership theory which asserts that effectiveness of leadership is purely determined by the leader's personal characters and aspects of the prevailing situation. Contingency theory assumes that the relationship which exists between the leadership style and organizational outcome

is moderated by factors within the environment implying unpredictable outcomes unless the situational variables are well known (Cheng and Chan, 2002).

On the other hand, contingency theory explains that any success of a leadership model depends greatly on variables such as the leaders preferred style, capabilities and behavior of workforce and the situational aspect. As such, effective leadership needs adoption of a vibrant leadership style to situational factors and control on contingent factors including the relationship between a leader and his follower, the extent of the task structure and a leader's authority, position or power which influences his ability to address organizational challenges (Cheng and Chan, 2002).

Some of the criticism of contingency model is that causation is assumed but not explained in many situations. This assumption is based on the premise that environmental factors and company design characteristics are correlated therefore the best fit to apply. Also, organizations with inferior fits would isolate themselves from the process of survival of the fittest making them vulnerable to competition. However, some institutions may exist for an extended period with poor fit which is supported with proceeds accrued from the industry top sustain the company that is operating sub optimally (Drazin and Van de Ven, 1985).

Furthermore, contingency approach assumes a liner relationship between variables which causes symmetrical effects. This model explains that there exists curvilinear relationship between the technology, structure and operational environment of the organization. Such problems may rise if the level of risks increases and measures of effectiveness equally considered. It is therefore important to address these challenges from a single context to reduce interacts effects and tradeoffs (Gresov, 1989).

Therefore, this theory was appropriate to the research because it determines whether transformational leadership style can be applied in different situations to enhance organizational performance. This also implies that good leadership should navigate uncertainties to the best interest of the organization. Transformational leaders have the interest of the organization thus they'll make informed decisions that would direct the institution towards actualizing its vision.

#### *2.2.4 Upper Echelon Theory*

This theory explains that top manager's perception of their organizations environment influences decisions they make that eventually hinder their performance. Upper echelon theory also explains that the managers view of vision and perception of the operational environment is restricted by their own cognitive base and values (Hambrick and Mason, 1984). According to this theory, organization strategies and effectiveness are true reflections of the values and cognitive base of great players in the institution and that the organization becomes what the leaders think of it, feel, perceive and believe in (Carpenter *et al.*, 2004). This assertion is supported by the fact that attention from process is influenced with inability of people to process information therefore decision to consider certain environmental elements is largely determined by personal dispositions and tendencies at workplace.

In other words, the personal traits of company top managers determine their operational environment and inform their decisions regarding the strategic choices which ultimately influence the bottom line of the organization (Opong, 2014). Upper echelon theory was further revised by Carpenter *et al.* (2004) that added that the mediators and moderators of top management team is commonly influenced by various factors including integration, incentives, power, team processes and discretion to the approach. These scholars also re-conceptualized that strategic choices and performance are main outcomes of an organization and are thus prioritized.

Similarly, upper echelon theory assumes that decisions made by the top managers determine firms' competitive strategies and that strategies influence organizational performance (Hambrick and Mason, 1984). Similarly, decision making process is mostly affected by individual characteristics especially at the top management as well as the composition of teams in an organization. Talking of competitive strategies, they include business strategy such as differentiation strategy, low cost and focus strategies. These are corporate strategies which influences corporate decisions and activities concerning resource allocation. Importantly, the upper echelons theory posits that individual characteristics and teams influence decision making therefore it is a counter balance to population ecology and organizational perspectives that view individuals as unimportant.

Thus, managers should create a positive perception to employees to conduct themselves professionally and help address challenges. Asserting a positive culture will influence workers' behaviors and conduct in the organization. For instance, gathering employee's opinion and involving them in decision making will faster decision making during crisis as a result rendering effective solutions to the management of crisis in organization. The appropriateness of theory to the research is on the basis that it enable managers to understand employees and their views as far as management is concerned to instill efficiency. Managers should understand that incorporating subordinates in decision making plays a central role in the management and whole work processes.

### **2.3 Empirical Review**

This section examines previous literatures related to the study. The research was conducted to address the influence of transformational leadership style on Covid-19 crisis management in Machakos County.

Ideally, transformational leadership is effective beyond cultural boundaries because it provides vision and power that is required by an organization in order to effectuate diverse and knowledgeable workforce (Bass, 1997). Transformational leaders are important in building up a vision and opening new avenues which leads to the perception of working independently from workers by determining their preferences and needs (Northouse, 2013). According to Nahavandi (2016), transformational leaders have the potential to transcend simple productivity and resource exchanges by deploying their personal acumen and the way they relate with their workforce. Transformational leaders are motivated to develop and empower their workforce to exercise their full potentials.

Conger and Kanungo (2007) observed that transformational leaders instill values of ideology and elevated moral purpose among organizational stakeholders as they simultaneously impact positively upon their workforce. Such leaders have the capacity to effectively steer their workers by means of creating strategic vision, communicating the vision to the staff, modeling and enhancing the vision (McShane and Von Glinow, 2015). Transformational leaders formulate a creative vision which is realistic and promises a great future for the organization. They also communicate their vision to subordinates by explaining strategies and underscoring their objectives to employees.

Lastly, transformational leaders display their acumen by building workers commitment and steer them towards accomplishing the set objectives. In other words, transformational leaders should stimulate the institution towards change, lead others in the transformation process and they should develop rewards and systems which reinforces and institutionalize the change process. Crawford and Strohkirch (2002) explained the traits of a transformational leader as follows;

Transformational leaders create a clear vision; this means that leaders create a clear vision that they communicate to their employees by creating sufficient awareness and building mutual trust which leads to full actualization of organization vision and objectives (Johnson, 1998). Leaders ensure that the organization objective is well stipulated to give workers direction while also guiding them in their routine work. Vision would thus give the direction and define job requirements to ensure that they do not deviate from expected results. A transformational leader will also motivate and inspire his workers so that they perform better. He will ensure that workers are delegated responsibilities based on their experience and supported to deliver actual results. In doing this, transformational leader creates a favorable working environment for all employees.

Transformational leaders should serve as good models to their followers; these leaders have the power to influence the workforce through their actions and they commit to specific administrative practices that contribute to organization development. In other words, transformational leaders are real role models to their followers. They set standards upon which workers are expected to follow and they also inspire workers to occupy great positions and exhibit commitment to learning in order to tackle potential problems that they face in their daily lives in the organization.

Transformational leaders compel employees to accept organizational goals; practically, advanced companies are focused about creating substantial change through the workforce. Therefore, such firms do encourage workers to embrace a learning culture to acquire new skills and knowledge which enhance their competitiveness. This is however realizable under transformational leaders with strong acumen and ability to support both company and employee objectives. A learning culture is important for any organization that aims at growing operational scope towards acquiring excellence (Coad and Berry, 1998).

Transformational leaders provide moral support; they ensure that there is transparency when dealing with workers while also encouraging them to embrace their leader. Employees should support their leaders and always seek their opinions whenever they are faced with work challenges to satisfy their curiosity and enhance their competence. On the other hand, the leader should train and advice workers to perform tasks with high level of responsibility. Indeed, the leaders should inspire and motivate followers by providing requisite resources for learning and training because this will build a progressive organization. This also means that workers become leaders' responsibility where they develop employee's capabilities to figure and understand organizational development and matters surrounding their duties (Prewitt, 2003). Leaders generally are the driver of organizational welfare and they ensure well-being of all stakeholders while also advancing the company agenda both internally and externally.

Transformational leaders provide mental stimulation; these leaders create a vision and mobilize the necessary resources for managing knowledge in the organization and disseminating information to employees with a focus on creative and innovative techniques in terms of technical aspects of the new workplace. Ideally leaders should nurture and promote learning in the organization by empowering workforce to understand the environmental complexities and therefore address such complexities through creative thinking which compels them to seek advanced knowledge to perform activities towards achieving the higher objectives of the organization (Polities, 2002). Leaders also understand that training employees exposes them to new skills and knowledge required to solve work challenges. The worker would be more competent when exposed to training programs and technologies.

### *2.3.1 Inspirational Motivation*

According to Oke *et al.* (2008), transformational leaders can better inspire and motivate the workforce in various ways including setting attainable goals and demonstrating commitment towards a shared value in the organization. The leaders should create a compelling vision for all and commit to their achievement. Setting a compelling vision will be meaningful and a forward looking objective to the workforce that creates a clear plan for the organization (Bass and Bass, 2009). Transformational leaders articulate the company vision that stimulate and inspire workers towards a collective cause. A clear vision would serve as idealized image of the future and a mental state of the desired state of the institution. Therefore, a leader should clearly convey the vision to communicate its purpose and objective to an organization (Bass and Bass, 2009).

On the other hand, transformational leaders create resonance in the organization by articulating the shared vision. Bass (2009) explained that “envisioning requires translating intentions into reality by communicating the vision to followers in order to win their support.” This exercise would provide the opportunity to empower workforce and create social architecture required for achieving the shared vision. In addition, effective leaders should monitor the actions taken in order to achieve the vision. Transformative leaders inspire workers and compel them to action. They engage workers in their activities and seek their views when needed to help provide amicable solutions to crisis. Transformational leaders also work to ensure efficient flow of information ascertaining that information is disseminated to assist workforce with their work. They ensure that organization vision is clearly communicated to guide everyone in their work towards a shared objective.

Similarly, transformational leaders should communicate organizational vision in a clear way to create direction in the organization. It is important to note that the vision serve to inspire

and motivate workers within an organization recognizing their contributions in the achievement of the set objectives. For instance, leaner organizations are mainly built by transformational leaders with a vision to effectuate change. They understand the dynamics facing the organization and are thus able to source for amicable solutions. Such leaders involve the subordinates in decision making so that the final decisions made becomes acceptable to everyone in an organization. In other words, leaders that incorporate employees in decision making are step ahead in resolving eminent impasse.

Research conducted by Porac and Thomas (2014) revealed that public organizations practice authoritarian leadership. This influences workers' performance given the fact that managers do not involve them in matters decision making in an organization. Policies developed under this leadership style may not be executed fast because it takes long process to be passed in parliament, assented by the president and finally published in the government gazette (Heifetz and Laurie, 2012). While in transformational leadership, the leader engages employees to seek a constrictive change in order to be visionary enough to influence the change by motivating the people involved. This leadership style is ideal though it is influenced by conflict of interest. Importantly, this research will be anchored on four main theories namely; transformational leadership theory, resource based view, contingency theory as well as upper echelon theory.

### *2.3.2 Intellectual Stimulation*

This refers to the leaders' ability to rally his followers towards discovering new ideas and means of doing things in an organization (Levine *et al.*, 2010). Bass and Bass (2009) explain that intellectually stimulated leaders would be better placed to assist their workers to develop creative and innovative ideas required to spur organizational growth. Such leaders are capacitated to interrogate assumptions, address problems and render solutions to persistent challenges. This they

can do by first understanding the operational environment to adopt new norms and ways of doing things. Being adaptive in this context implies that leaders should encourage feedback at work and formulate new models that would solve crisis and emerging issues in the long run. Intellectual stimulation emphasizes that transformative leaders are people that can provide feedback and useful ideas and that these leaders would help their followers to improve their work rather than criticizing their mistakes and shortcomings.

Transformative leaders are result oriented people that seek solutions to organizational challenges instead of excuses (Bass & Riggio, 2006). In other words, intellectual stimulation is an aspect of transformational leadership that encourages creativity and innovation among members and team and it challenges the status quo through new discoveries and inspirational motivation that potentially communicate the goals and vision of an organization to stakeholders thus motivating them to work towards their full actualization (Kouzes and Posner, 2002).

Research conducted by Thite and Simmons (2012) on project leadership style in Australian education environment established that successful managers do exhibit more of transformational leadership characteristics. On the other hand, a study performed by Wei-Chuo (2013) on effect of leadership, worker satisfaction and team work quality on program success in ERP execution in Taiwan established that charisma and intellectual stimulation are important in project execution and creativity stimulate team members to perform exemplary thus delivering better results.

According to Yammarino, Spangler and Bass (1993), intellectual stimulation can be exhibited in followers' conceptualization, comprehension and how they analyze problems and the solutions that they provide. This assertion explains why organizations which are responsive to environmental threats would stimulate the workforce to develop mechanisms and means of handling challenges hence employees would be better placed to champion the organization to

greater heights and excellence. Thus, lack of intellectual stimulation may lead the failure of an organization. Employees should be stimulated to be productive and useful to the company.

A study conducted by Bass (2006) on intellectual stimulation and models to projects in the United States of America used ex post facto research design and the study established that intellectual stimulation does encourage innovative problem solving through careful contemplation and it fosters intrinsic motivation in project implementation in an organization. Another study conducted by Fau ji *et al.* (2013) on intellectual stimulation and innovation in project execution applying a sample of 56 SMEs owner in Tegal Indonesia revealed that there is positive effect on intellectual stimulation, experiential sharing and explicit knowledge sharing on the success of the project. The study concluded that intellectual stimulation indeed has a positive impact on experiential sharing and explicit knowledge sharing.

For instance, it is possible for someone to argue that the failure of Hollywood Video and Movie Gallery was occasioned by lack of intellectual stimulation, that participants were not inspired and motivated to undertake the project. The Hollywood Video annual report of 2003/2004 showed that its performance was directly linked to stiff competition in the industry. This company competes with international, regional and local players such as Blockbuster and Movie Gallery, Netflix, Supermarkets, Convenience stores, Bookstores and Noncommercial sources including Libraries. The proprietors seemed not to have exhibited transformational leadership in the company. This is because transformational leadership encourages intellectual stimulation which greatly assists leaders to develop clear plans using new methodologies to address problems such as crisis and competition.

### *2.3.3 Idealized Influence*

Idealized influence means acquiring the strength that is required to make decisions and contribute to organizational plans especially those that belong to the position of the person using expertise to improve institutional performance (Effendi, 2003). Notably, empowered employees would enjoy ownership and belongingness to work and assume the responsibility of decision making (Al-Maani, 2008). Empowerment programs would be stronger whenever an organization prepares the circumstances which make employees supervise their duties through their own proficiency. This would enhance team work amongst them as they strive to deliver credible result from their work (Cook and Hunsaker, 2001). In addition to empowerment, staffs should be rewarded and motivated for the good work that they do to actualize organizational goals.

Similarly, transformational leaders may provide followers with opportunities to empower themselves, for example by providing them with resources and relevant information, delegating them powers to undertake their duties independently, allowing employees to participate in decision making and handling responsibilities and importantly motivating workers to be creative enough in terms of new ideas that would support confidence between employer and employee. Empowerment is an administrative exercise that assists with handling crisis early enough whenever they exhibit warning signs. It assists with planning crisis management since it directs workers towards innovative thinking therefore enabling employees to respond promptly in difficult situations.

In addition, idealized influence is significant to the success of the organization because workers interact freely to render the required service to transform activities and effectuate change. This assertion is supported by Quinn and Spreitzer (1997) that identified four shared characteristics of empowered workforce and they include; competence, self-determination, impact and training. Employees with self-determination would greatly determine work activities, would work

independently and will not be gullible nor influenced in their work. On the other hand, competence implies the confidence that workers hold in regard to their ability to perform work and deliver high quality result. While impact means the belief that employees have in their ability to undertake work process in an effort to deliver outstanding performance.

It is worthwhile to reiterate that employees that possess a sense of meaning do care about their assignments and its importance (Quinn and Spreitzer, 1997). This clearly represents an empowered employee in organizational set up. Scholars further argued empowerment is not a favor or something that management offer employees rather it is a mindset that reminds employees of their duties in the organization. Therefore, through transformational theory, leaders may foster a favorable environment that supports workers to grow and thrive in their respective fields. A research conducted by Bass *et al.* (1987) established that transformational leadership has ripple effect throughout an organization. The study further revealed that as leaders model transformational behaviors, followers would emulate such good behaviors at workplace therefore they will likely exert effort to achieve change and exemplary outcome.

A study carried out by Quinn and Spreitzer (1997) on the benefits of empowerment program amongst middle managers in institutions established that employees who are empowered would be considered as effective, perceived as innovative and would be open to new and progressive ideas. Such managers would exhibit transformational behaviors thus they would most likely participate in upward influence to coordinate change. Therefore, trained and empowered staff tends to be effective and efficient, creative and innovative and are generally transformative (Quinn and Spreitzer, 19997). Empowerment program can be said to encourage learning culture which is critical to the success of both employees and the organization.

An organization should establish empowerment mechanisms within its structures to improve workers' productivity. This is because an empowered staff will feel ownership and sense of belonging to work resulting to their ability to make decisions and be responsible for his actions. Empowerment would be stringer whenever a company prepares the situations that make workers supervise leading to teamwork and coordination which will result to greater performance of tasks. Besides empowerment, an organization should encourage staff, reward and motivate them to release the spirit of initiative and creativity without limiting them to what they can do (Cook and Hunsaker, 2001). Thus, an empowered employee would be better placed to work in dynamic business environment which constantly requires new ideas and ways of doing things to meet the various needs of stakeholders. Moreover, empowerment programs would help employees to gain confidence and sense of belonging which enable them to identify with the organization while also raising commitment to organizational objectives.

According to Al-Tai and Kubaisi (2016), "leaders inspire shared vision, build consensus, provide direction and promote changes in beliefs and actions needed to achieve organizational goals." Opoku *et al.* (2015) defined leadership as the "process of influence that emanate from internal and external stakeholders in the organization." Thus, leaders influence the direction which is taken by an organization and the vision that occurs via the relationship that exist between leaders and workers. During crisis management leaders requires up to date information with what's happening in order to make faster decisions. This can be achieved when the leaders incorporate everyone in decision making. As such leaders must process a lot of information and handle stakeholder well to effectively manage crisis. Crisis management hence requires charismatic transformational leaders with acumen to include subordinates in decision making. Transformational leaders create a vision, provide mental support and stimulation, act as role

models and convince followers to accept company agenda. These traits enable leaders to develop clear communication channels and involve subordinates in decision making (Opoku *et al.*, 2015).

#### *2.3.4 Individualized Consideration*

This refers to a leader's ability to identify and formulate higher order needs of employees while also offering feedback mechanisms towards achieving organization objectives (Levine *et al.*, 2010). Individualized consideration can be realized applying different means such as setting examples, assigning workforce specific and relevant tasks and creating new learning opportunities in a favorable and supportive environment (Bass and Bass, 2009). Transformational leaders do mentor and coach the subordinates by providing individualized consideration to employee's needs and establishing a clear two-way communication to facilitate information flow (Bass and Bass, 2009).

Likewise, transformational leaders develop workforce by delegating tasks, conduct regular follow ups to assess progress. This is done to instill self-confidence and raise employee's commitment to master their activities. Individualized consideration further explains that employees are given equal opportunity to exercise their roles and transact their responsibilities without fear of victimization. Transformational leaders are keen about supporting their subordinates to actualize their ideas and invention that would introduce change in the company.

In addition, individualized consideration enables the leaders to interact and engage with employees in a meaningful and productive manner. They establish two-way communication systems which enable subordinates to share information and contribute to decision making. Such leaders would hold meetings and forums where individuals' express ideas, justify actions and make recommendations useful to move the organization forward and address inevitable crisis. It is also in such meeting where the leaders can get the best opportunity to tackle challenges, establish

weaknesses and offer necessary support (Boden, 1994). This is effective way through which leaders can gather information and make faster decision during crisis. In particular, during crisis it is important that leaders render the necessary guidance and support, inspire and motivate key stakeholders in the organization to remain united to promptly address the problem. Transformational leaders in particular during crisis should create a paradigm shift to challenge the status quo in order to usher new success and integration in all organizational levels. Such leaders hold dearly the skills to diagnose existing and emerging challenges prone to sabotage prosperity including pandemics.

Other related empirical studies examined include a study performed by Haslam (2001) who argued that people with shared group like employees in an organization should be motivated to actively formulate work together to make the organization a success. This will enhance worker morale to perform their work without fear of sacrificing their lives in line of duty and supporting them in every means to serve the citizens hence contributing to the transformation of society. According to Barling, Slater and Kelloway (2000), people that possess superior emotional intelligence will more likely to use transformational leadership behaviors. These scholars recognize such leaders as people with strong acumen to manage personal emotions, exercise self-control and delayed gratification to inspire trust and respect in the workforce. Previous studies indicate that emotional intelligence make leaders very effective in pursuing organizational goals and they are consistent with the notion of idealized influence and intellectual stimulation which influences crisis management in organizations.

According to a study conducted by Ali, Elmi and Mohamed (2013) on relationship between leadership behavior and employee performance in Mogadishu Somalia using descriptive and correlation research designs to determine the nature of relationship revealed a positive relationship

between the variables more so during crisis. A leader should exhibit high level of commitment and acumen in the way he handles existing crisis. This may mean incorporating subordinates in decision making to ensure unity of purpose and to establish informed choices that would address pertinent issues. It is important to involve workers in institutional matters to make them feel recognized and appreciated. This will equally enhance their performance. Research conducted by Zehir and Narcikara (2015) on authentic leadership effectiveness during crisis argue that this leadership style foster employees self efficacy by instilling in them confidence and trust. Scholars argue that authentic leadership style creates hope and optimism and strengthen resilience. Leaders that are capable of managing staffs emotions are more effective during crisis since crisis presents chaotic situation that requires them to be calm and take control.

A transformational leader is someone that works with teams to foster team identity, creating vision through inspiration and executing change and building team commitment. Transformational leadership style is charismatic, delegating, inspires, communicating and encourages innovation (Cismas *et al.*, 2016). According to Datche and Mukulu (2015), transformational leadership style exhibit four distinct factors namely; charisma, inspirational motivation, intellectual stimulation and individualized consideration. Transformational leadership creates hope and vision, builds team confidence and trust, and builds team relationship and strengthens team work. These features, according to Zehir and Narcikara (2016), influence effectiveness of a leader during crisis.

Belias *et al.* (2015) in his study establish that transformational leadership has effect on job satisfaction during financial crisis in India. This is because a transformational leader inspires and can make staffs think positively and have less defensive attitude and behavior which lead to better employee turnover and customer satisfaction. Davis and Gardner (2012) argued that

transformational leadership style is most effective in time of crisis because the leaders tend to be quick in responding to change. Dwidienawati *et al.* (2020) observed that transformational leadership is quite effective in turbulent and uncertain environment.

Moreover, a transformative leader should be in a position to offer individualized consideration for employees, support organizational development and achievement via coaching and mentorship programs (Bass and Riggio, 2006). Indeed, transformational leaders should exercise diligent management by holding informal meetings and engaging subordinates to discover real challenges facing the company, while also addressing such matters and offering the much needed attention to the needs of all stakeholders thus creating unity of purpose. Organizational leaders should mind about the behavior of their employees, understand changes in information flow through observing continuous engagement of subordinates. They should regularly communicate with their team to address problems before they get out of proportion.

Generally, transformational leadership has been researched extensively and many studies reported that this leadership approach has been associated with many other variables including institutional learning, staff effectiveness, creative flexibility, communication competency, and leadership effectiveness and employee job satisfaction. Holding other factors constant, only limited empirical studies discussed the influence of transformational leadership style on crisis management leaving a gap which this study strives to bridge.

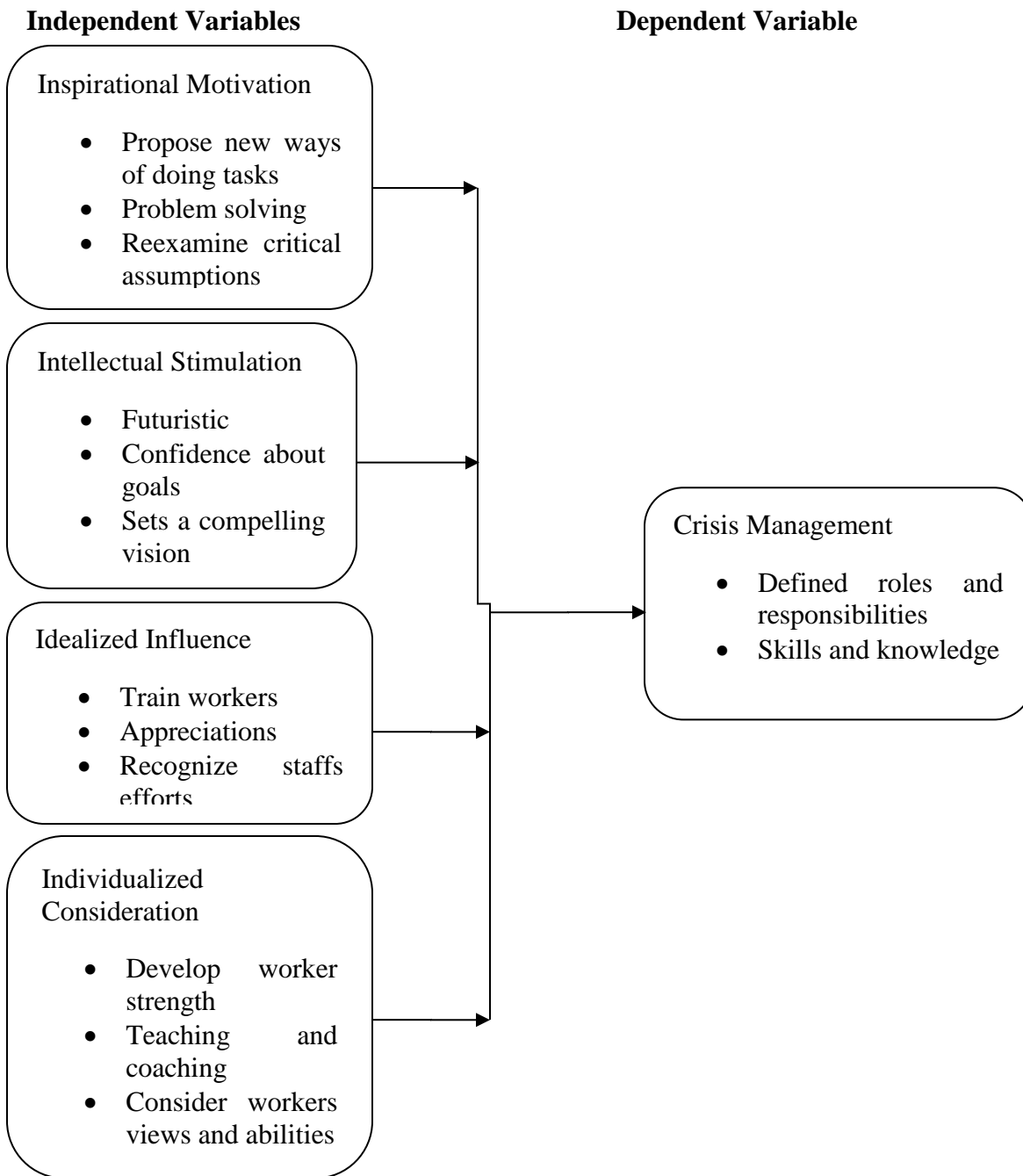
## **2.4 Conceptual Framework**

This is a hypothesis that identifies the concept under study establishing the independent and dependent variables association. Independent variables refer to those variables that cannot stand alone and make meaning on their own; while dependent variables can make meaning by their own (Mugenda and Mugenda, 2008). In this case, independent variables include idealized influence,

inspirational motivation, individualized consideration and intellectual stimulation while dependent variable is crisis management as presented in Figure 2.1.

**FIGURE 2.1**

**Conceptual Framework**



**Source: Researcher (2021)**

In explaining the above variables, intellectual stimulation implies that leaders should stimulate followers' effort in order to become creative and innovative in their work provided the way in which they address assumptions and problems how they approach matters using the new methodologies. This will enable the workforce to diagnose challenges facing the organization therefore solving the crisis at hand. As such knowledgeable followers would effectively manage crisis (Levine, Muenchen and Brooks, 2010).

On the other hand, inspirational motivation suggests that leaders should behave in a way that inspire and motivate their followers by giving them meaningful and challenging tasks. Inspirational motivation is directly related to crisis management in the sense that motivated and inspired workforce would exercise their skills and abilities to improve overall organizational welfare including in crisis situations (Rowold and Heinitz, 2007).

Similarly, idealized influence is important to the success of the organization since workers interact to provide the much needed service to transform tasks and effectuate change. Quinn and Spreitzer (1997) reiterated that empowerment would encourage learning at all levels in the organization including at personal and institutional levels. This can be supported by the fact that when employees are empowered they will be able to operate in competitive work environment and offer solutions to challenges facing the organization. Such employees would also be placed to generate new ideas required to address organizational needs.

According to Levine *et al.* (2010), individualized consideration refers to the leader's ability to identify and formulate the common needs of subordinates while at the same time providing the required feedback to attain the organizational objectives. These allow leaders to interact with

workers in a meaningful and productive way thus addressing organizational concerns such as crisis.

Generally, effective crisis management requires the right infrastructure such as open and effective communication systems across all levels and divisions in an organization as well as job descriptions which specify whoever is responsible for supporting crisis management activity. This could be supported by an integrative system that ties crisis management to main activities, roles and responsibilities. It is also important note that permanent crisis management teams should be established to help manage and control foreseeable challenges in an organization.

## 2.5 Operationalization of Variables

**TABLE 2.2**

### **Operationalization of Variables**

<b>Variables</b>	<b>Variable Type</b>	<b>Variable Indicator</b>	<b>Measurement Scale</b>
Inspirational motivation	Independent variable	<ul style="list-style-type: none"> <li>• Propose new ways of doing tasks</li> <li>• Problem solving</li> <li>• Re-examine critical assumptions</li> </ul>	Likert scale 1–5 (where 1 = strongly disagreed, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree)
Intellectual stimulation	Independent variable	<ul style="list-style-type: none"> <li>• Optimistic about the future</li> <li>• Express confidence about goals</li> <li>• Articulates a compelling vision</li> </ul>	Likert scale 1-5 ( where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree)
Idealized influence	Independent variable	<ul style="list-style-type: none"> <li>• Training of workers</li> <li>• Offer appreciations</li> <li>• Recognize employees effort and contributions</li> </ul>	Likert scale 1-5 (where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree)

Individualised consideration	Independent variable	<ul style="list-style-type: none"> <li>• Develops worker strength</li> <li>• Teaching and coaching</li> <li>• Considers employees views and abilities</li> </ul>	Likert scale 1-5 (where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree)
Crisis Management	Dependent variable	<ul style="list-style-type: none"> <li>• Defined roles and responsibilities</li> <li>• Skills and knowledge</li> </ul>	Likert scale 1-5 (where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree)

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

Research methodology presents the research design, target population, sample and sampling procedures, research instrument, pilot testing, validity as well as reliability of the research instrument, data collection procedure, data processing and analysis. This study aimed at examining influence of transformational leadership style on Covid-19 crisis management in Machakos County.

#### 3.2 Research Design

As per Kothari (2010), research design is the strategy used by the researcher to integrate different components of a study in a coherent and logical manner hence guaranteeing that the research problem is addressed sufficiently. In other words, research design is a plan or roadmap for data collection, measurement and data analysis to produce useful results to validate the study.

This study applied descriptive research design since it helps the researcher to establish the status of the study phenomenon. The study employed descriptive research design because it clearly presents what it ought to measure with precise description of the situation thus enhancing ease of understanding.

Similarly, this approach was helpful because it presents and describes the quantitative results by identifying the relationship that exists between study variables. It provides a concise description of the phenomenon to the researchers understanding to make informed decisions as far as research exercise is concerned. Descriptive researcher design was also important since it enhances the ability of the researcher to describe quantitative information into qualitative information hence enhancing full understanding of phenomena.

### 3.3 Target Population

As per Denscombe (2002), target population consists of the total group of people to which the sample size is extracted. The researcher gathered data from public as well as private hospitals in Machakos County. The Public hospitals comprised of; Machakos Level 5 Hospital, Katani Hospital, Mwala District Hospital, Kianu Hospital and Machinga Hospital while the private facilities included; Shalom Hospital, Bristol Park Hospital, Bliss Machakos Medical Centre, Aga Khan University Hospital Machakos and Mariakani Cottage Hospital.

In this case, the target population included the Doctors, Nurses, Clinicians, and human resource and disaster management teams all drawn from Machakos County, making a total of 300 participants. The study targets the mentioned category because they have conceptual skills to render relevant information for the study and similarly, they fully participate in matters transformational leadership and Covid-19 crisis management in the County.

**TABLE 3.1**

#### **Target Population**

<b>Hospital</b>	<b>Doctors</b>	<b>Nurses</b>	<b>Clinicians</b>	<b>HR Managers</b>	<b>Disaster Management team</b>	<b>Target Population</b>
Machakos Level 5	4	8	6	6	6	30
Katani Hospital	4	8	6	6	6	30
Mwala District	4	8	6	6	6	30
Kianu Hospital	4	8	6	6	6	30
Machinga Hospital	4	8	6	6	6	30
Shalom Hospital	4	8	6	6	6	30
Bristol Park	4	8	6	6	6	30
Bliss Medical	4	8	6	6	6	30
Aga Khan Univ.	4	8	6	6	6	30
Mariakani Cottage	4	8	6	6	6	30
<b>Total</b>	<b>40</b>	<b>80</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>300</b>

**Source: Author (2021)**

### 3.4 Sample and Sampling Procedure

As per Mugenda and Mugenda (2008), sampling is the process applied to draw a group of participants from the target population that is used to represent and generalize the whole population. According to this study, the researcher used stratified simple random sampling method where at least 30% of the target population being utilized as the sample giving a sample size of 90 respondents (Zikmund, 2007).

Stratified random sampling technique is significant because it captures the main attributes of a population group. It produces features in the sample which are proportional to the whole population thus this technique renders a higher degree of precision. Stratified simple random sampling ensures that each stratum or group has equal chance of selection with little or no bias as presented in the Table underneath.

**TABLE 3.2**

**Sample Frame**

<b>Hospital</b>	<b>Target Population</b>	<b>Sample</b>
Machakos Level 5	30	9
Katani Hospital	30	9
Mwala District	30	9
Kianu Hospital	30	9
Machinga Hospital	30	9
Shalom Hospital	30	9
Bristol Park Hospital	30	9
Bliss Medical	30	9
Aga Khan Univ.	30	9
Mariakani Cottage	30	9
<b>Total</b>	<b>300</b>	<b>90</b>

**Source: Researcher (2021)**

### **3.5 Research Instrument**

According to Gilham (2000), research instrument is a testing device which is applied to capture a scenario. Research instrument is a tool that is used by the researchers to collect, measure, and analyze data related to study subject. The research instrument chosen is mainly determined by the scholar and it is tied to the study methodology.

This study used questionnaires as research instrument. Questionnaires were considered appropriate because they are easy to administer, they ensure confidentiality and saves time compared to other approaches such as interview. The research instrument was semi structured to ensure that participants have adequate space to provide relevant feedback and views.

### **3.6 Validity and Reliability of the Instrument**

#### *3.6.1 Piloting of Research Instruments*

As per Mugenda and Mugenda (2008), pilot testing is usually conducted at the onset of research to establish whether the proposed research instrument addresses the set purpose particularly when presented to the target population. Therefore, this study selected 9 respondents to presume the roles of initial participants and not in the final research outcome.

#### *3.6.2 Validity of the Instruments*

Validity encompasses the whole experimental concept and it reveals whether the results obtained meet the standards of the scientific research method. According to Saunders, Lewis and Thornill (2003), validity is commonly used to predict whether research instrument measures what it is expected to measure. Regarding this study, the scholar applied expert judgement with the assistance of the University Supervisor.

### 3.6.3 Reliability of the Instruments

According to Bowling (2009), a reliable instrument would produce similar findings when applied more than once in a research set up. In this case, the researcher employed Cronbach's Alpha that measures reliability of the psychometric test. Alpha ( $\alpha$ ) can be explained as the expected correlation of two tests which measure similar construct. A standard Alpha of 0.7 was required to improve research reliability. Table 3.3 displays the outcomes of the reliability test.

**TABLE 3.3**

#### **Reliability Results**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Critical Value</b>	<b>Conclusion</b>
Inspirational motivation	0.828	0.7	Reliable
Intellectual stimulation	0.844	0.7	Reliable
Idealized influence	0.817	0.7	Reliable
Individualized consideration	0.868	0.7	Reliable
Crisis management	0.812	0.7	Reliable

### 3.7 Data Collection Procedure

Data collection means gathering information to address the research questions identified by the researcher. It is an important aspect of research because the information collected supports the whole research process. In this study, data was collected using the primary sources in particular self-administered semi structured questionnaires were applied to gather necessary information. The participants were encouraged to respond to questions based on their true and honest level of understanding to support the study. This questionnaire was adopted from previous research (Alkhawlani, *et al.*, 2016; Sarkar & Ray, 2015). Importantly, the researcher sought permission from the University Administration to freely gather information from the specified respondents.

Furthermore, the scholar employed Google forms where respondents will be given a time span of one week to diligently fill the questionnaires and return them at their own discretion. This was followed by scrutinizing the questionnaires presented by participants to improve accuracy and reliability of data. Questionnaires found to be containing errors were excluded from the final study results.

Additionally, the researcher applied questionnaires based on the fact that, they are relatively easy to administer, ensure confidentiality and timesaving as compared to other methods. The research instrument was semi-structured to provide respondents adequate space to answer depending on their knowledge and views. Questionnaires were constructed using Likert scale that showed the degree of respondent's agreement or disagreement with the statement presented in the study variables (Gilham, 2000).

### **3.8 Data Processing and Analysis**

Data analysis is defined as the process of instilling order, structure as well as meaning to an array of data gathered. Marshall and Rossman (1999) describe it as a messy, ambiguous and time consuming exercise. It is a creative and fascinating exercise. In other words, data analysis aims at making sense of, interpreting and theorizing data that signifies a search for general statements among categories of data (Schwandt, 2007).

Similarly, data analysis involves a clear description of quantitative findings to qualitative information which can be understood with ease and less effort. Descriptive statistics describes results in percentages, frequency mean and standard deviation. In inferential statistics, the researcher will employ Statistical Program for Social Sciences (SPSS) to recognize the correlation and association between the research variables.

Accordingly, the researcher presented the relationship between variables using Pearson Correlation while Association amongst variables presented using Multiple Regression, a technique that is an extension of the simple linear regression equation  $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Y = Covid-19 Crisis Management in Machakos County

a = Constant coefficient

$\beta$  = Beta of respective variables

X1 = Inspiration Motivation

X2 = Intellectual Stimulation

X3 = Idealized Influence

X4 = Individualised Consideration

$\varepsilon$  = Error term

In this case, the researcher presented data using frequency tables and graphs in textual form of analysis. This means that the researcher rendered the true meaning of information through critical analysis and interpretation to enhance readers understanding while also creating value for the study.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Introduction

This section contains the conclusions from the research. The sections in this chapter include the general information section encompassing the rate of response as well as demographic data. The chapter also outlines the descriptive as well as inference statistics in conjunction with objectives of the research.

#### 4.2 Response Rate

The received responses number divided by the target participant's number is the response rate in research study. The completion rate or return rate is another term for the response rate, which is commonly given as a percentage. Table 4.1 provides information on the research response rate.

TABLE 4.1

#### Response Rate

Response Rate	Frequency	Percent
Returned	81	90
Unreturned	9	10
<b>Total</b>	<b>90</b>	<b>100</b>

According to Table 4.1, 90 questionnaires were sent to doctors, nurses, clinicians, and human resource and disaster management teams all drawn from Machakos County. According to the outcome of the research, only 81 of the 90 questionnaires sent to the target respondents received satisfactory responses and were returned, resulting in a 90 percent study response rate. This agrees

with Mugenda and Mugenda (2008), who claims that research with a response rate of 70% or more is adequate for analysis as well as drawing conclusions.

### **4.3 Demographic Characteristics**

The first questionnaire segment sought to obtain data of the general information regarding the profile of the participants. The section covered gender, age, highest levels of education, years of experience and current rank.

#### *4.3.1 Gender of the Respondents*

The gender of the target responders was asked of them. Table 4.2 summarizes the outcomes.

**TABLE 4.2**

#### **Gender Distribution**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	45	55.6
Female	36	44.4
<b>Total</b>	<b>81</b>	<b>100</b>

As per Table 4.2 results, male respondents made up 55.6 percent of the total, while female respondents made up 44.4 percent. This demonstrates that the study received adequate responses from both gender as there was no huge variation in male as well as female participants.

#### *4.3.2 Respondents Age*

The research wanted to establish the participants involved in this research age. The outcomes are depicted in Table 4.3.

**TABLE 4.3**

#### **Composition of Participants' Age**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
20-25 years	3	3.7
26-30 years	11	13.6
31-35 years	27	33.3
36-40 years	28	34.6
Above 40 years	12	14.8
<b>Total</b>	<b>81</b>	<b>100</b>

Table 4.3 displays that the highest respondent number (34.6%) was between the ages of 36 and 40, 33.3 percent were between the ages of 31 and 35, 14.5 percent were above 40 years, 13.6 percent were between 26 and 30 years while 3.7 percent were aged between 20 to 25 years. According to the findings, Machakos County human resource personnel are relatively young. They are also mature enough to respond to the questions raised for this study.

#### *4.3.3 Highest Level of Education*

The participants were implored to state their best education level. Table 4.4 gives an illustration of the results.

**TABLE 4.4**

#### **Highest Education Level**

<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	11	13.6
Graduate	49	60.5
Postgraduate	21	25.9
<b>Total</b>	<b>81</b>	<b>100</b>

Results demonstrate that the largest proportion (60.5%) were graduates while 25.9% had postgraduate qualification. Only 13.6 percent of those surveyed have a diploma as their best education level. In most circumstances, a high level of education is related with competency as

well as mastery of the necessary abilities to perform one's job tasks. This finding also implies that the respondents were in a position to respond to the study questions.

#### *4.3.4 Duration with the Organization*

The participants were requested to specify the duration they had been with their current employer. The length of time spent with an organization can be used to gauge their understanding of internal organizational processes, capabilities, as well as success.

**TABLE 4.5**

**Duration with the Organization**

<b>No. of years</b>	<b>Frequency</b>	<b>Percentage</b>
1-5	16	19.8
6-10	34	42.0
11-15	27	33.3
Above 15	4	4.9
<b>Total</b>	<b>81</b>	<b>100</b>

The results shown in Table 4.5 designated that 42% had worked for their company for 6-10 years, 33.3% for 11-15 years, 19.8% for 1-5 years and 4.9% for more than 15 years. This indicates that the participants were better positioned to comprehend the questions raised in the questionnaire as they had spent a considerable time in their organization.

#### *4.3.5 Position in the Organization*

Participants were requested to specify their job rank within the company. Table 4.6 summarize the results.

**TABLE 4.6**

**Organizational Rank**

<b>Position</b>	<b>Frequency</b>	<b>Percentage</b>
Doctor	12	14.8
Nurse	21	25.9
Clinician	16	19.8
Human resource manager	18	22.2
Disaster manager	14	17.3
<b>Total</b>	<b>81</b>	<b>100</b>

The outcomes displayed in Table 4.6 demonstrates that 25.9% of the participants were nurses, 22.2 percent were human resource managers, 19.8 percent were clinicians, 17.3 percent were disaster managers while 14.8 percent were doctors. This indicates that the participants were in a position to understand how transformational leadership influences covid-19 crisis management at Machakos County.

#### **4.4 Descriptive Statistics**

The subsection describes the descriptive findings for each of the variables under study, presented in terms of means and standard deviations. The study focused on four transformational leadership traits namely inspirational motivation, intellectual stimulation, idealized influence and individual consideration.

##### *4.4.1 Inspirational Motivation*

The mean and standard deviation for inspirational motivation were displayed in Table 4.7.

**TABLE 4.7**

#### **Descriptive Statistics for Inspirational Motivation**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Talks optimistically about the future	81	3.6	0.5
Talks on what needs to be done with zeal	81	4.0	0.4

Clearly defines a fascinating future vision	81	3.7	0.6
Demonstrate your belief that your goals will be met	81	4.2	0.6
<b>Average</b>		<b>3.9</b>	<b>0.4</b>

The results discovered that the participants concurred with the assertions that the leaders talk optimistically about the future (Mean=3.6, SD=0.5). The respondents also agree that the leader talks enthusiastically about what need to be done (Mean=4.0; SD=0.4). Further, the respondents agreed that the leaders articulate a compelling vision of the future (Mean=3.7; SD=0.6). Finally, the respondents also agreed that the leaders express confidence that objectives will be achieved (Mean=4.2; SD= 0.6). On average, the study agreed on the presence of inspirational motivation in Machakos County as revealed by an average 3.9 mean as well as a 0.4 standard deviation.

#### 4.4.2 Intellectual Stimulation

The mean as well as standard deviation for the precise attributes of intellectual stimulation were displayed in Table 4.8.

**TABLE 4.8**

**Descriptive Statistics for Intellectual Stimulation**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Re-examine critical assumptions for appropriateness	81	3.7	0.8
When solving difficulties, seeks out diverse points of view	81	4.0	0.9
Encourage others to consider problems from a variety of angles	81	3.8	1.1
Provides new perspectives on how to complete a task	81	4.3	0.5
<b>Average</b>		<b>4.0</b>	<b>0.6</b>

The Table 4.8 outcomes show that the participants concurred with the assertion that their leaders re-examine critical assumptions for appropriateness (Mean=3.7; SD=0.8). The respondents also agreed that the leaders seek differing perspectives when solving problems (Mean=4.0; SD=0.9). Further, the study revealed that the leaders get others to look at problems from many different perspectives (Mean=3.8; SD=1.1). Finally, the respondents agreed that their leaders provide modern ways of viewing at how to accomplish an assignment (Mean=4.3; SD=0.5). On average, the respondents agreed that their leaders exhibit intellectual stimulation as an average 4.0 mean as well as 0.6 standard deviation depicts.

#### 4.4.3 Idealized influence

The mean as well as standard deviation for the precise attributes of idealized influence were as Table 4.9 depicts.

**TABLE 4.9**

**Descriptive Statistics for Idealized influence**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Designs training programs for the workforce	81	4.3	0.5
Spends considerable time formulating appreciation offers to performing employees	81	4.0	0.9
Encourages workers at work in the process recognizing their efforts and contributions	81	4.0	0.8
Considers incentives as a means of motivating employees to complete tasks	81	3.8	1.0
<b>Average</b>		<b>4.0</b>	<b>0.6</b>

The results from Table 4.9 show that participants concurred with assertion that leaders design training programs for the workforce (Mean=4.3; SD=0.5). The respondents also agreed that the leaders spend considerable time formulating appreciation offers to performing employees (Mean=4.0; SD=0.9). Additionally, the research revealed that those surveyed concurred that the leaders encourage workers in the process of recognizing their efforts and contributions (Mean=4.0; SD=0.8). Finally, the study revealed that the leaders consider incentives as a means of motivating employees to complete tasks. On average, the respondents agreed that idealized influence is practiced to a great magnitude revealed by average 4.0 mean as well as 0.6 standard deviation.

#### 4.4.4 Individualized Consideration

Table 4.10 shows the mean as well as standard deviation for the specific attributes of individualized consideration.

**TABLE 4.10**

**Descriptive Statistics for Individualized Consideration**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Spends time teaching and coaching	81	3.9	0.8
Treats people as an individual rather than just a member of a group	81	3.7	1.3
Considers an individual as having different needs, abilities rather than just a member of the group	81	3.7	1.3
Helps others develop their strength	81	4.3	0.9
<b>Average</b>		<b>4.0</b>	<b>0.8</b>

Table 4.10 outcomes display that those polled concurred leaders spend time teaching and coaching (Mean=3.9; SD=0.8). The respondent also agreed with the statement that the leaders treat people as an individual instead of just group member (Mean=3.7; SD=1.3). Further, the respondents agreed that the leaders consider an individual as having different needs, abilities rather than just a member of the group (Mean=3.7; SD=1.3). Finally, the respondents agreed that the leaders helps others develop their strength (Mean=4.3; SD=0.9). Averagely, participants concurred individualized consideration is being practiced in Machakos County to a great extent as demonstrated by 4.0 mean as well as a 0.8 standard deviation.

#### *4.4.5 Crisis Management*

Table 4.11 shows the mean as well as standard deviation for the specific crisis management attributes at Machakos County.

**TABLE 4.11**

**Descriptive Statistics for Crisis Management**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
Clearly defines roles and responsibilities to achieve efficiency	81	4.4	0.7
Considers an individual as having different skills and knowledge rather than just a member of the group	81	3.8	1.3
<b>Average</b>		<b>4.1</b>	<b>0.9</b>

Table 4.11 outcomes demonstrate participants concurred with assertion leaders clearly defines roles and responsibilities to achieve efficiency (Mean=4.4; SD=0.7). The respondents also agreed with the statement that the leader considers an individual as having different skills and knowledge rather than just a member of the group (Mean=3.8; SD=1.3). On average, the respondents agreed on the statements regarding crisis management as an average 4.1 mean as well as a 0.9 standard deviation depicts.

#### 4.5 Correlation Analysis

The Pearson correlation was employed to discover a link between the predictor factors and covid-19 crisis management at Machakos County. This included calculating the r coefficient and determining if the relationship is positive or negative. As seen in Table 4.12, this is the case. As evidenced by a 0.576 Pearson correlation coefficient as well as a 0.000 P-value, the correlation results show a strong, positive, as well as significant relationship between inspirational motivation and covid-19 crisis management. A strong, positive, as well as significant relationship exists between intellectual stimulation and covid-19 crisis management, as evidenced by a 0.584 Pearson correlation coefficient as well as a 0.000 P-value in the correlation results. This is a sign that intellectual stimulation and covid-19 crisis management move in the same direction.

**TABLE 4.12**

#### **Correlation Results**

		Crisis management	Inspirational motivation	Intellectual stimulation	Idealized influence	Individualized consideration
Crisis management	Pearson Correlation Sig. (2-tailed)	1				
Inspirational motivation	Pearson Correlation	.576**	1			

	Sig. (2-tailed)	.000				
Intellectual stimulation	Pearson Correlation	.584**	.588**	1		
	Sig. (2-tailed)	.000	.000			
Idealized influence	Pearson Correlation	.486**	.811**	.849**	1	
	Sig. (2-tailed)	.000	.000	.000		
Individualized consideration	Pearson Correlation	.786**	.343**	.698**	.697**	1
	Sig. (2-tailed)	.000	.002	.000	.000	

\*\* . Correlation being significant at level of 0.01 (2-tailed).  
b. Listwise N=81

Further, as evidenced by a 0.486 Pearson correlation coefficient as well as a 0.000 P-value, the correlation results show a moderate, positive, as well as significant relationship between idealized influence and covid-19 crisis management. Finally, as indicated by a 0.786 Pearson correlation as well as a 0.000 P value, the correlation results showed the presence of a strong, positive, as well as substantial correlation between individualized consideration and the crisis management at Machakos County. This is an indicator that individualized consideration and Machakos County' covid-19 crisis management moves in the same direction.

#### 4.6 Diagnostic Tests

When carrying out statistical modus operandi utilizing correlations, regression, t-tests as well as variance analysis, they are founded on the presupposition that the data follows a normal distribution. These analyses have statistical errors and need to be checked. This study tested for normality, multicollinearity and heteroskedasticity to test for these statistical errors. This was done to see if the data set could be well modeled. Normality was tested by use of Shapiro-wilk's test.

Multicollinearity was tested by variance inflation factors and tolerance. Heteroskedasticity was tested by Cook-Weisberg test. This subsection displays the results of these statistical tests.

#### 4.6.1 Tests of Normality

To check for normality, the Shapiro-Wilk test was utilized. This test determines the degree of data normalcy by detecting the presence of skewness, kurtosis, or both. The Shapiro-Wilk statistic ranges from 0 to 1, with values greater than 0.05 suggesting normal data. When it is less than 0.05, the data substantially deviates from the normal distribution. The Shapiro-Wilk test was used to confirm data normality, and the findings showed that all variables had a p-value more than 0.05 ( $p > 0.05$ ). Table 4.13 displays the normality test results.

**TABLE 4.13**

#### **Test of Normality**

Study variables	Statistic	Shapiro-Wilk	
		Df	Sig.
Inspirational motivation	.892	81	.754
Intellectual stimulation	.877	81	.814
Idealized influence	.889	81	.824
Individualized consideration	.922	81	.904
Crisis management	.874	81	.812

The results in Table 4.13 revealing all the p values are above the 0.05 cutoff limit and therefore the hypothesis that data sourcing was taken from a population with normal distribution is confirmed.

#### 4.6.2 Tests of Multicollinearity

When there is a significant degree of correlation between independent variables, this is known as multicollinearity. The variance inflation factor (VIF) is used to test multicollinearity. The VIF measures the factor by which the variance of estimated coefficient is inflated over the case of no

correlation among the independent variables. All VIFs will be 1 if no two independent variables are correlated. VIF of 5 indicate there is multicollinearity and 10 show serious multicollinearity. The results show the variance inflation factor (VIF) which was used in multicollinearity testing for this study. Tolerance measures the influence of one independent variable on all other independent variables, and is an inverse of VIF. The test outcomes being shown in Table 4.14

**TABLE 4.14**

**Test of Multicollinearity**

<b>Variable</b>	<b>VIF</b>	<b>Tolerance</b>
Inspirational motivation	2.47	0.405
Intellectual stimulation	2.55	0.392
Idealized influence	2.68	0.373
Individualized consideration	2.42	0.413
Mean VIF	2.53	

The outcomes in Table 4.14 revealing all variables possessed a VIF of between 2.42 and 2.68 while tolerance values were between 0.373 and 0.413. This suggested that there was no multicollinearity among the independent variables.

*4.6.3 Tests of Heteroskedasticity*

Heteroskedasticity occurs when the variance of the dependent variable's errors is not uniform throughout the data. It arises when the variance of mistakes varies depending on the independent variables' values. In regression analysis, heteroskedasticity is a systematic shift in the spread of the residuals over the range of measured values. The assumption in ordinary least squares regression is that residuals are drawn from a population with a constant variance. When heteroskedasticity is high in this regression, it can cause substantial distortions in the results and weaken the analysis,

raising the risk of a type 1 mistake. Breusch-Pagan / Cook-Weisberg test for heteroskedasticity was used to determine homogeneity in this research. If the Breusch-Pagan / Cook-Weisberg test for heteroskedasticity is statistically significant  $\alpha= 0.05$ , the variances between groups are uneven. It is a test to see if the dispersion of the scores in the variables is roughly the same. The results are as shown in Table 4.15.

**TABLE 4.15**

**Test of Heteroskedasticity**

<b>Breusch-Pagan / Cook-Weisberg test for heteroskedasticity</b>		
Ho: Constant variance		
Variable: fitted values		
chi2(1)	=	0.5678
Prob > chi2	=	0.5225

The null hypothesis of Homoskedastic error terms is not rejected, according to Table 4.15, as evidenced by a 0.5225 p-value

**4.7 Regression Analysis**

The regression analysis encompasses the model fitness, the Analysis of Variance (ANOVA) and the regression coefficients. This is as demonstrated in below.

**TABLE 4.16**

**Model Fitness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.904 <sup>a</sup>	.816	.807	.405337
a. Predictors: (Constant), Individualized consideration, Inspirational motivation, Idealized influence, Intellectual stimulation				

Inspirational motivation, intellectual stimulation, idealized influence and individualized consideration were considered satisfactory in explaining Machakos County' covid-19 crisis management as Table 4.16 depicts. This is as reflected by an R square of 0.816. As a result, inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration account for 81.6 percent of the variance in covid-19 crisis management at Machakos County, with the remainder explained by factors beyond the context of the research. The other assumption is that the model that connects the variables is adequate. The 0.904 R value implies existence of a strong association between the predictor variables (inspirational motivation, intellectual stimulation, idealized influence and individualized consideration) and covid-19 crisis management at Machakos County.

Table 4.17 shows that the model is significant, as evidenced by a 84.470 F statistic as well as a 0.000 p value. This shows that inspirational motivation, intellectual stimulation, idealized influence and individualized consideration are good predictors of covid-19 crisis management in Machakos County.

**TABLE 4.17**

**Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.513	4	13.878	84.470	.000 <sup>b</sup>
	Residual	12.487	76	.164		

Total	68.000	80
a. Dependent Variable: Crisis management		
b. Predictors: (Constant), Individualized consideration, Inspirational motivation, Idealized influence, Intellectual stimulation		

The regression analysis helped to demonstrate the magnitude of effect on inspirational motivation, intellectual stimulation, idealized influence as well as personalized consideration have on Machakos County' covid-19 crisis management.

**TABLE 4.18**

**Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	3.525	.469		7.512	.000
1	Inspirational motivation	1.199	.144	.512	8.335	.000
	Intellectual stimulation	1.139	.175	.702	6.500	.000
	Idealized influence	.633	.153	.403	4.148	.000
	Individualized consideration	.841	.080	.752	10.488	.000

a. Dependent Variable: Crisis management

Results demonstrated a positively significant relationship between inspirational motivation and Machakos County' covid-19 crisis management ( $\beta$  1.199, P 0.000). This demonstrates that a rise in inspirational motivation by a unit would cause an enhancement on covid-19 crisis management by 1.199 units. Outcome also revealed a positive and significant effect of intellectual stimulation on covid-19 crisis management ( $\beta$  1.139, P 0.000). This point out that increase in intellectual stimulation by one unit would cause an improvement on covid-19 crisis management by 1.139 units. Additionally, outcomes demonstrated a positive significant effect of idealized influence on covid-19 crisis management ( $\beta$  0.633, P 0.000). This illustrates rise in the degree of

idealized influence by one unit would cause an improvement on covid-19 crisis management by 0.633 units. Finally, findings demonstrated a positive as well as significant association between individualized consideration and Machakos County' covid-19 crisis management ( $\beta$  0.841, P 0.000). This illustrates rise in the level of idealized influence by a unit would cause an enhancement on Machakos County' covid-19 crisis management by 0.841 units.

The following is the regression model that resulted:

$$Y = 3.525 + 1.199X_1 + 1.139X_2 + 0.633X_3 + 0.841X_4 + \epsilon$$

Where

Y = Crisis management,

X<sub>1</sub> – Inspirational motivation,

X<sub>2</sub> – Intellectual stimulation,

X<sub>3</sub> – Idealized influence,

X<sub>4</sub> – Individualized consideration

#### **4.8 Hypothesis Testing**

The hypotheses were tested using multiple linear regressions. Table 4.18 shows multiple regression results. The acceptance/rejection criteria was that, if the p value is above 0.05, the H<sub>01</sub> is not rejected but when it's less than 0.05, the H<sub>01</sub> is rejected.

##### *4.8.1 Inspirational Motivation and Crisis Management*

The first null hypothesis, H<sub>01</sub>, stated that: inspirational motivation has no substantial effect on covid-19 crisis management in Machakos County. Table 4.18 results show that the p-value was

0.000<0.05. This specifies that the null hypothesis is rejected hence there is a significant effect of inspirational motivation on covid-19 crisis management at Machakos County. Inspirational motivation positively as well as significantly related with crisis management of Machakos ( $\beta=1.199$ ,  $p=0.000$ ). The study results show that inspirational motivation is a significant factor affecting covid-19 crisis management.

The findings of the study agree with a research by Oke *et al.* (2008) which argues that transformational leaders can better inspire and motivate the workforce in various ways including setting attainable goals and demonstrating commitment towards a shared value in the organization. The leaders should create a compelling vision for all and commit to their achievement. Setting a compelling vision will be meaningful and a forward looking objective to the workforce that creates a clear plan for the organization. The findings are also consistent with Bass (2009) who explained that “envisioning requires translating intentions into reality by communicating the vision to followers in order to win their support.” This exercise would provide the opportunity to empower workforce and create social architecture required for achieving the shared vision.

#### *4.8.2 Intellectual Stimulation and Crisis Management*

The second null hypothesis,  $H_{02}$ , specified that: intellectual stimulation has no significant effect on covid-19 crisis management at Machakos County. Table 4.18 outcomes display that the p-value was 0.000<0.05. Meaning the null hypothesis is rejected, implying that intellectual stimulation has a significant impact on covid-19 crisis management in Machakos County. Intellectual stimulation was positively as well as significantly correlated with crisis management of Machakos County in Kenya ( $\beta=1.139$ ,  $p=0.000$ ). The study results show that intellectual stimulation is a significant factor affecting covid-19 crisis management.

The conclusions of this research concur with research performed by Wei-Chuo (2013) on effect of leadership, worker satisfaction and team work quality on program success in ERP execution in Taiwan established that charisma and intellectual stimulation are important in project execution and creativity stimulate team members to perform exemplary thus delivering better results. The study findings are also in line with Fau ji *et al.* (2013) on intellectual stimulation and innovation in project execution applying a sample of 56 SMEs owner in Tegal Indonesia revealed presence of positive effect on intellectual stimulation, experiential sharing as well as explicit knowledge sharing on the success of the project. The study concluded intellectual stimulation indeed has a positive impact on experiential sharing and explicit knowledge sharing.

#### *4.8.3 Idealized Influence and Crisis Management*

The third null hypothesis,  $H_{03}$ , stated that: idealized influence has no significant effect on covid-19 crisis management in Machakos County. Table 4.18 outcomes display that the p-value was  $0.000 < 0.05$ . This indicates that the null hypothesis is rejected hence there is a significant effect of idealized influence on crisis management in Machakos County. Idealized influence was positively and significantly related with crisis management in Machakos County ( $\beta=0.633$ ,  $p=0.000$ ). The study results show that idealized influence is a significant factor affecting covid-19 crisis management.

This study concurs with research carried out by Quinn and Spreitzer (1997) on the benefits of empowerment program amongst middle managers in institutions established that employees who are empowered would be considered as effective, perceived as innovative and would be open to new and progressive ideas. Such managers would exhibit transformational behaviors thus they would most likely participate in upward influence to coordinate change. The study also concurs with Al-Maani (2008) who holds that transformational leaders may provide followers with

opportunities to empower themselves, for example by providing them with resources and relevant information, delegating them powers to undertake their duties independently, allowing employees to participate in decision making and handling responsibilities and importantly motivating workers to be creative enough in terms of new ideas that would support confidence between employer and employee.

#### *4.8.4 Individualized Consideration and Crisis Management*

The fourth null hypothesis,  $H_{04}$ , specified: individualized consideration has no significant effect on covid-19 crisis management in Machakos County. Table 4.18 outcomes depict that the p-value was  $0.000 < 0.05$ . This indicates that the null hypothesis is rejected hence there is a significant effect of individualized consideration on crisis management in Machakos County. Individualized consideration was positively and significantly related with crisis management in Machakos County ( $\beta=0.841$ ,  $p=0.000$ ). The study results show that individualized consideration is a significant factor affecting covid-19 crisis management.

This research concurs with Haslam (2001) who argued that people with shared group like employees in an organization should be motivated to actively formulate work together to make the organization a success. This will enhance worker morale to perform their work without fear of sacrificing their lives in line of duty and supporting them in every means to serve the citizens hence contributing to the transformation of society. The study also agrees with an empirical study conducted by Barling, Slater and Kelloway (2000) which holds that people that possess superior emotional intelligence will more likely to use transformational leadership behaviors. These scholars recognize such leaders as people with strong acumen to manage personal emotions, exercise self-control as well as overdue satisfaction to motivate trust as well as respect in the workforce.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

Presented in the chapter is a summary, conclusion, and recommendations. The summary, conclusion, commendations for improvements for the study are presented in conjunction with the objectives of the study research. This chapter also includes recommendations for research in future.

#### **5.2 Summary**

The research's main objective was investigating the influence of transformational leadership style on covid-19 crisis management in Machakos County. The research was founded on transformational leadership theory, resource based view, contingency theory as well as finally upper echelon theory. The dependent variable was covid-19 crisis management. The independent variables were inspirational motivation, intellectual stimulation, idealized influence and individualized consideration. Descriptive survey design was utilized in the survey as its research design. Doctors, nurses, clinicians, and human resource and disaster management teams from

Machakos County formed the target population. Collection of primary data was done using Google forms. 81 questionnaires were collected as a result of the researcher's follow-up, resulting in a 90 percent response rate. To analyze the data, descriptive statistics, correlation, as well as regression analyses were used. This section outlines the research outcome.

### *5.2.1 Inspirational Motivation and Crisis Management*

The research's first objective was to assess inspirational motivation influence on covid-19 crisis management in Machakos County. The goal of the correlation analysis was to see if there was a link between inspirational motivation and covid-19 crisis management. These results revealed a significant positive association between inspirational motivation and covid-19 crisis management. According to the regression results, a unit change in inspirational motivation resulted in a 1.199 variation in covid-19 crisis management. This also confirmed that inspirational motivation approach had a significant positive impact on covid-19 crisis management in Machakos County.

The findings of the study agree with a research by Oke *et al.* (2008) which argues that transformational leaders can better inspire and motivate the workforce in various ways including setting attainable goals and demonstrating commitment towards a shared value in the organization. The leaders should create a compelling vision for all and commit to their achievement. Setting a compelling vision will be meaningful and a forward looking objective to the workforce that creates a clear plan for the organization. The findings are also consistent with Bass (2009) who explained that “envisioning requires translating intentions into reality by communicating the vision to followers in order to win their support.” This exercise would provide the opportunity to empower workforce and create social architecture required for achieving the shared vision.

### *5.2.2 Intellectual Stimulation and Crisis Management*

The research's second objective was to evaluate intellectual stimulation influence on covid-19 crisis management in Machakos County. The findings of a correlation analysis conducted to establish the correlation strength between intellectual stimulation and covid-19 crisis management in Machakos County revealed a positive as well as relatively substantial correlation between the two variables. The results also suggested that improving intellectual stimulation will improve crisis management. The findings also revealing that a unit alteration in intellectual stimulation might lead in a 1.139 unit change in covid-19 crisis management. This supported the notion that intellectual stimulation has a major impact on crisis management. The null hypothesis was rejected, and it was determined that intellectual stimulation had a significant impact on covid-19 crisis management.

The conclusions of this research concur with research performed by Wei-Chuo (2013) on effect of leadership, worker satisfaction and team work quality on program success in ERP execution in Taiwan established that charisma and intellectual stimulation are important in project execution and creativity stimulate team members to perform exemplary thus delivering better results. The study findings are also in line with Fau ji *et al.* (2013) on intellectual stimulation and innovation in project execution applying a sample of 56 SMEs owner in Tegal Indonesia revealed presence of positive effect on intellectual stimulation, experiential sharing as well as explicit knowledge sharing on the success of the project. The study concluded intellectual stimulation indeed has a positive impact on experiential sharing and explicit knowledge sharing.

### *5.2.3 Idealized Influence and Crisis Management*

The research's third objective was investigate idealized influence on covid-19 crisis management in Machakos County. According to the findings of the correlation research, idealized influence

showed a positive and significant relationship with crisis management. According to the correlation results, a positive rise in idealized influence will result in a positive improvement in crisis management. The regression results revealed that idealized influence and crisis management have a positive and significant link. The findings suggested that a shift in idealized influence approach will boost covid-19 crisis management in Machakos County. The null hypothesis was rejected, and conclusion made that idealized influence influences covid-19 crisis management in Machakos County.

This study concurs with research carried out by Quinn and Spreitzer (1997) on the benefits of empowerment program amongst middle managers in institutions established that employees who are empowered would be considered as effective, perceived as innovative and would be open to new and progressive ideas. Such managers would exhibit transformational behaviors thus they would most likely participate in upward influence to coordinate change. The study also concurs with Al-Maani (2008) who holds that transformational leaders may provide followers with opportunities to empower themselves, for example by providing them with resources and relevant information, delegating them powers to undertake their duties independently, allowing employees to participate in decision making and handling responsibilities and importantly motivating workers to be creative enough in terms of new ideas that would support confidence between employer and employee.

#### *5.2.4 Individualized Consideration and Crisis Management*

The research's fourth objective being to establish influence of individualized consideration on covid-19 crisis management in Machakos County. According to the findings of the correlation research, individualized consideration showed a positive as well as significant relationship with crisis management. According to the correlation data, a positive increase in individualized

consideration corresponded to a positive improvement in crisis management. The regression results revealed that individualized consideration and crisis management have a positive and significant link. The conclusions implying that a change in individualized consideration would result to an increase in covid-19 crisis management in Machakos County. The null hypothesis was rejected and conclusion made that individualized consideration had a significant influence on covid-19 crisis management in Machakos County.

This research concurs with Haslam (2001) who argued that people with shared group like employees in an organization should be motivated to actively formulate work together to make the organization a success. This will enhance worker morale to perform their work without fear of sacrificing their lives in line of duty and supporting them in every means to serve the citizens hence contributing to the transformation of society. The study also agrees with an empirical study conducted by Barling, Slater and Kelloway (2000) which holds that people that possess superior emotional intelligence will more likely to use transformational leadership behaviors. These scholars recognize such leaders as people with strong acumen to manage personal emotions, exercise self-control as well as overdue satisfaction to motivate trust as well as respect in the workforce.

### **5.3 Conclusions**

This segment presents the conclusions drawn from the study results for each of the research objectives.

#### *5.3.1 Inspirational Motivation and Crisis Management*

The research found that inspirational motivation had a positive impact on the covid-19 crisis management in Machakos County. The regression as well as correlation results back up the findings, as there was a significant positive association between inspirational motivation and

covid-19 crisis management in Machakos County. The survey went on to say that in Machakos County, inspirational motivation have been adopted to a large extent.

### *5.3.2 Intellectual Stimulation and Crisis Management*

The research concluded that intellectual stimulation positively influenced covid-19 crisis management in Machakos County. The regression and correlation results back up the findings, indicating that there was a positive and substantial association between intellectual stimulation and the covid-19 crisis management in Machakos County. A company that uses the intellectual stimulation leadership approach has a better chance of in managing crisis.

### *5.3.3 Idealized Influence and Crisis Management*

Idealized influence transformational leadership style is a critical strategy for firms to apply in managing crisis such as Covid-19 according to the result of this research. This study also concludes that Machakos County has adopted idealized influence style to a great magnitude. Idealized influence can help improve in management of crisis such as Covid-19.

### *5.3.4 Individualized Consideration and Crisis Management*

Individualized consideration transformational leadership style is an important style for organizations to apply in improving crisis management and specifically covid-19, according to the findings of this research. The study also concludes that Machakos County had adopted individualized consideration style to a great extent and this has contributed positively in the management of covid-19 crisis.

## **5.4 Recommendations of the Study**

The research revealed that inspirational motivation influenced covid-19 crisis management positively. The research suggests that Machakos County' management ought to articulate as well

as implement pertinent inspirational motivation transformational leadership style that guarantees enhanced crisis management as well as survival during difficult times. Likewise, the researcher suggests that regulatory authorities evaluate current leadership styles currently for county governments to ensure that they are adequately protected by law when trying to pursue inspirational motivation style.

The study revealed that intellectual stimulation influenced covid-19 crisis management positively. As a result, the research suggests that county governments that have not yet adopted intellectual stimulation as a transformational leadership style should adopt it as this will enhance their response to crisis such as covid-19. These counties can use the intellectual stimulation as a tool to improve crisis management.

The study revealed that idealized influence influenced covid-19 crisis management in Machakos County positively. The research concluded that counties that have yet to implement idealized influence as a transformational leadership style should do so in order to better manage and survive during crisis such as covid-19.

According to the findings, individualized consideration has a positive impact on covid-19 crisis management in Machakos County. As a result, the research suggests that are yet to adopt individualized consideration as a transformational leadership style should do so in order to better manage and survive during crisis such as covid-19.

### **5.5 Research Areas for Further Studies**

The research results revealed that inspirational motivation, intellectual stimulation, idealized influence and individualized consideration, accounting for 81.6% of the disparity in the Machakos County' covid-19 crisis management. Future research ought to focus on determining other factors

which account for the remaining 18.4 percent. Further research could focus on a comparison of counties that have implemented transformational leadership style with those that have not, in order to clearly show the differences in covid-19 crisis management. More research into the influence of top management in the adoption of transformational leadership style is needed.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

Instruction: Kindly respond to all questions with honesty by inserting a tick (✓) in the appropriate box

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Note: Any information provided will be used purely for academic purpose

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#### Section 1: General Information

1. Gender

Male

Female

2. State your age under the following age category

20 – 25 years old

26 – 30 years old

31 – 35 years old

36 – 40 years old

41 years and above

3. Indicate your education level

Diploma

Graduate

Post graduate

4. For what duration have you worked with your company

1 - 5

6 - 10

11 - 15

Above 15

5. Please indicate the position you hold in your organization

Doctor

- Nurse
- Clinician
- Human resource officer
- Disaster management officer

**Section 2: Information on Independent and Dependent Variables**

This section presents questions with respect to the study variables and objectives where 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree.

	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b>Transformational leadership</b>					
<b>Inspirational motivation</b>					
Talks about the future with a positive outlook					
Speaks devotedly in relation to what requires to be done					
Pronounces a persuasive future vision					
Demonstrate belief that goals will be met					
<b>Intellectual stimulation</b>					
Re-examine critical assumptions for appropriateness					
When solving difficulties, seeks out different points of view					
Encourage others to consider problems from a variety of angles					
Provides new perspectives on how to complete a task.					

<b>Idealized influence</b>					
Designs training programs for the workforce					
Spends considerable time formulating appreciation offers to performing employees					
Encourages workers at work in the process recognizing their efforts and contributions					
Considers incentives as a means of motivating employees to complete tasks					
<b>Individualized consideration</b>					
Devotes efforts to teaching as well as coaching.					
People are treated as individuals rather than as members of a group.					
Instead of just being a member of the group, a person is seen as having unique needs and abilities.					
Assist others develop their strength					
<b>Crisis Management</b>					
Clearly defines roles and responsibilities to achieve efficiency					
Considers an individual as having different skills and knowledge rather than just a member of the group					

Source: (Alkhawlani, et al., 2016; Sarkar and Ray, 2015)

**Thanks for your participation and God bless!**

**APPENDIX II: TIME SCHEDULE FOR THE STUDY**

<b>ACTIVITY</b>	<b>APRI. 21</b>	<b>MAY. 21</b>	<b>JUL. 21</b>	<b>AUG.21</b>	<b>SEP.21</b>
1. Topic identification	✓				
2. Background to the study	✓				
3. Literature review		✓			
4. Research methodology			✓		
5. Data collection					✓
6. Final dissertation					✓

### APPENDIX III: BUDGET

<b>Task</b>	<b>Amount (Sh.)</b>
Chapter One	11,500
Literature review collection	20,000
Research methodology	10,300
Printing proposal draft	2,500
Travelling cost	8,000
Presentation of final proposal	2,500
Miscellaneous expenses	2,300
Data collection	10,000
Data analysis	25,000
Report writing	12,000
<b>Total</b>	<b>104,100</b>