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Influence of inspirational motivation on employee job performance in the insurance industry in Kenya

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ABSTRACT

This study had two research questions as follows: What is the influence of inspirational motivation on employee job performance? To what extent does employee work value congruence moderate the relationship between transformational leadership and employee job performance? This study adopted the positivism research philosophy and correlation research design. The target population of the study was 676 lower-level managers from 52 insurance companies operating in Kenya as of 2017. A sample size of 245 was drawn using a stratified random sampling technique and systematic sampling. 245 questionnaires were distributed out of which 211 were completed and returned representing a response rate of 86% which was deemed as adequate for a correlation research design. The analysis of variance was used to test the hypothesis. The study concluded that inspirational motivation significantly predicted employee job performance. In addition, it was deduced that employee work value congruence had a significant moderating effect on the relationship between transformational leadership and employee job performance among lower-level managers in the insurance sector in Kenya. The study recommended that employees should tailor their values to fit into the culture and values of the organization for the organization to profit from transformational leadership.

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Introduction

Leadership is a process that involves influencing a group of people towards the realization of goals (Wolinski, 2013). Effective leadership is a product of the heart and an effective leader must be visionary, passionate, creative, flexible, inspiring, innovative, courageous, imaginative, experimental, and initiates change (Naylor, Pritchard & Ilgen, 2013). Chintaloon and Jyoti (2013) assert that the leadership style adopted impact the ability of the supporters to work effectively for the organization and this ultimately enhances the worker's activity performance. Hancott (2015) indicates that there are many studies on leadership that dedicate a lot of effort in demonstrating the superiority of transformational leadership over other leadership styles in predicting organizational performance. Jyoti and Bhau (2015) argued that transformational leadership style impacts the ability of the supporters to work proficiently ultimately enhancing their job performance.

Jung and Avolio (2000) have found that value congruence held by members mediated the relationship between transformational leadership and member's performance. Transformational leadership values are important in the identification process, since employees are identified with their leaders or organisation if there is value congruence (Wang, Law, Hackett, Wang & Chen, 2005). Several previous studies have found that value system congruence between leader and members can lead to increased satisfaction and commitment by employees (Jung and Avolio 2015; Williams, Pillai, Lowe, Jung and Herst 2009). Edwards and Cable, (2014) found out that should an employee agree with their organization's values, it is intuitive that the employee will invests extra effort toward its success.

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There are 52 licensed insurance companies in Kenya as per the Insurance Regulatory Authority (IRA) Report, 2017. Low insurance penetration is one of the challenges facing the insurance industry development in terms of market share, product diversification among other measures (IRA Report, 2017). Insurance industry research in Kenya indicated that the industry was deficient in right leadership (Kibisu, Angima & Muhindi, 2013). These aspects which are missing in the industry are problems which can be solved by adopting the right leadership style (Nyambegera et al, 2015).

According to Vinberg and Larsson (2014); Chih and Lin, (2014) indicate that several studies have been conducted which support the fact that transformational leadership impact on job satisfaction, job performance, and organizational commitment of the employees. However Wang, Tsui, and Xin (2011) suggest that there is urgent need for further studies on the role of transformational leadership on employee job performance. In addition, researchers have indicated that studies be conducted on the influence of transformational leadership on the performance of staff in privately owned enterprises in Kenya (Ngaithe, K'Aol, Lewa & Ndwiga, 2016). The study had two research questions as follows: What is the influence of inspirational motivation on employee job performance? To what extent does employee work value congruence moderate the relationship between transformational leadership and employee job performance? The null hypotheses which were formulated to guide this study were, H₀₁: Inspirational motivation has no significant influence on employee job performance; H₀₂: Employee's work value congruence has no significant moderating effect on employee job performance.

Literature Review

Inspirational motivation

According to Bass and Riggio (2016); Humphreys and Walter (2003) transformational leadership refers to a style of leadership characterized by four types of behavior namely: idealized influence, inspirational motivation, individualized consideration and lastly intellectual stimulation. This study was focused on inspirational motivation behavior and how it influences employee job performance.

Inspirational motivation is concerned with the creation of a vision, developing clear and plausible strategies for attaining the vision and mobilizing commitment to that vision through communicating the vision to followers in a clear and plausible way (Avolio, 1999; Walumbwa and Lawler, 2013). This is theorized to motivate employees to work together in accomplishing a common goal to meet or go beyond the expected targets or generally termed as extra role performance (Uzonna, 2013). The items that were investigated under inspirational motivation were: communication, teamwork, and motivation.

Organizational communication encompasses the actions of sending and receiving messages through various levels of authority and using various message structures to discuss varied topics of importance to the organization that an individual belongs to or works for (Desmidt, Prinzie & Decramer, 2011). Organizations that are able to communicate their vision and mission statement are able to perform better than organizations that do not communicate their vision and mission statement to their employees (Ezekwe & Egwu, 2016). It has been found that effective communication improves job satisfaction (Holtzhausen, 2002) and which in turn improves productivity (Litterst & Eyo, 1982). Research studies have also shown that communication improves employee job performance (Goris, Vaught & Pettit, 2000).

Teamwork is the collaboration of team efforts to complete a task or to achieve a common goal in the most efficient and effective way (Salas, Cooke & Rosen, 2008). Teamwork influences employees performance positively (Khan, & Mashikhi, 2017). Team members enhance the skills, knowledge and abilities while working in teams (Froebel & Marchington, 2015). Organizations which emphasize more on teams results in greater productivity, better problem solving at work and increased employee job performance (Cohen & Bailey, 1999).

Motivation is the desire of an individual to demonstrate the behavior and reflects willingness to expend effort (Rajput, Bakar & Ahmad, 2013). Extrinsic and intrinsic rewards has a positive influence on employee's job performance (Quresh, Zaman & Shah, 2014). Reward management system, which are either intrinsic or extrinsic, helps the organizations to attract, capture, retain and motivate employees with high potential and in return get high levels of performance (Barber & Bretz, 2000). Several studies have found that there is positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction (Linz, 2003).

Employee Job Performance

Employee job performance can be described as a system of behaviors that can be related to the goals of an organization for which every employee has been tasked to accomplish (Ferris, Lian, Brown, Pang & Keeping, 2014). According to Zhu (2013) job behavior of the employee can be in-role or extra-role behavior. Bass (1985) terms extra-role behaviors as performance "beyond expectations". Podsakoff, MacKenzie and Bommer (1996); and Pillai, Schriesheim and Williams (1999) argued that the true essence of transformational leadership is in enabling followers to engage in extra role behaviors. Transformational leaders motivate their subordinates intrinsically to put forward extra effort in service to the organization. This extra effort would then translate into empowered behaviors which are the desirable effective behaviors that lead to a better job performance (Wang, Oh, Courtright and Colbert (2011). Since transformational leadership has been demonstrated to have a positive relationship with employee in-role and

extra-role performance; then it is expected that transformational leadership to positively relate with empowered behaviors and can be moderated by employee's work value congruence (Lajoie, Boudrias, Rousseau, & Brunelle, 2017).

Employee Work Value Congruence

Value congruence is the compatibility of work values between the focal individual and other organizational substances such as administrators, coworkers, interviewers, work group, and the whole organization (Chatman, 1989; Edwards & Cable, 2014; Kristof, 1996). Various studies have usually considered value congruence as a mediator between transformational leadership and employee's job performance (Hoffman, Bynum, Piccolo & Sutton, 2013). Research studies have demonstrated how value systems affect personal and organizational effectiveness (Meglino and Ravlin 1998; Fu, Tsui, Liu & Li, 2010). According to Shamir, House and Arthur (1993) value congruence is a contingency for transformational or charismatic leadership to be effective.

Research and Methodology

Research Philosophy

This study adopted positivism because it treats the scholar as an independent entity from the study and there are no requirements for human interests within the research (Cooper & Schindler, 2013). This study adopted correlation research design. Correlation design is the degree to which values of two variables differ in a collective and consistent manner (Sutton, Mille, & Rubin, 2017).

Sampling Design

This study utilized the proportional stratified random sampling technique by dividing the population into three stratas. The desired sample size in each strata was arrived at through systematic random sampling by calculating proportionately according to the percentage it contributed to the target population. The study focused on a target population of six hundred and seventy six (676) lower level managers from fifty two (52) insurance companies operating in Kenya. A sample population of 245 was arrived at by calculating the target population of 676 with a 95% confidence level and an error of 0.05 using the formula taken from Kothari (2004).

Data Collection

Data was collected using self-administered questionnaires. The questionnaire was in two sections. The first section was about the attributes of the respondents and the second section was about the substance of the study. All the items of the questionnaires were measured using a Likert scale consisting of five scores from 1 = "Strongly Disagree" to 5 = "Strongly Agree".

Data Analysis

Data was then analyzed using descriptive statistics using the following methods: frequency and percentage distribution. Additionally, inferential statistics were conducted using: factor analysis, Pearson's correlation, multiple linear regression and ANOVA which was used to test the hypotheses. Statistical Package for Social Sciences (SPSS) version 20 and windows' Microsoft excel programs were tools used in data analysis.

Result and Discussion

Respondents

A response rate is the total number of respondents or individuals who participated in a study. A total of 245 questionnaires were distributed out of which 211 were completed and returned. This represented a response rate of 86% which was deemed as adequate for a correlation research design and was above non bias response rate of 85 percent (Wiseman, 2003).

Correlational Analysis

Correlation analysis was conducted to test the strength of linear association between inspirational motivation and employee job performance. The results shown in Table 1 indicated that intellectual stimulation had a strong relationship with employee job performance, $r(211) = 0.352, < 0.05$.

Table 1: Results of Correlation between inspirational Motivation and Employee Job Performance

Employee Job Performance	Idealized Influence	
	Pearson Correlation	.352**
	Sig. (2-tailed)	.000
	N	211

Regression Analysis

Multiple linear regression was conducted so as to determine the strength and direction of relationship between inspirational motivation and employee job performance as shown in Table 2. The study results show that inspirational motivation explained 12.9% of variance in employee job performance among lower level managers in insurance companies, $R^2 = .129$.

The findings indicate that the relationship between the inspirational motivation and employee job performance was significant, $F(3, 207) = 10.186$, $p < .05$. Based on this, the study rejected the null hypothesis and concluded that inspirational motivation significantly influenced employee job performance.

Findings indicates that inspirational motivation significantly influence employee job performance with $\beta = .295$, $t(210) = 5.439$, $p < .05$. This implied that a unit increase in inspirational motivation would lead to an increase in employee job performance among lower level managers by 0.295 units.

Table 2: Multiple Regression Analysis for Inspirational Motivation

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.359 ^a	.129	.116	.51876		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.223	3	2.741	10.186	.000 ^b
	Residual	55.707	207	.269		
	Total	63.930	210			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.052	.206		14.843	.000
	Communication	.249	.053	.307	4.670	.000
	Teamwork	.230	.050	.303	4.603	.000
	Motivation	.178	.079	.244	2.266	.024
	Inspirational Motivation	.295	.054	.352	5.439	.000

The effect of the moderating variable is shown in Table 3. The results indicated that the inclusion of employee work value congruence as a moderator in the multiple regression model improved the R-squared value by 3.6%. The improvement was statistically significant evidenced by the p-value of 0.000 which is less than 0.05 at 95% confidence level. The conclusion drawn for this analysis was that employee work value congruence significantly moderated the relationship between the transformational leadership and employee job performance.

Table 3: Results of Multiple Regression Analysis after including the Moderating Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.409 ^a	.167	.151	.50833	.167	10.351	4	206	.000	
2	.451 ^b	.203	.184	.49843	.036	9.269	1	205	.003	1.654

The analysis of variance after moderation shown in Table 4 indicates that the regression model for the relationship between employee work value congruence and employee job performance was statistically significant, $F(5, 205) = 10.467$, $p < .05$. This means that the

model is significant in predicting the moderating effects of work value congruence in the relationship between transformational leadership and employee job performance.

Table 4: Results of ANOVA for the Multiple Model after Moderation

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.699	4	2.675	10.351	.000 ^b
	Residual	53.231	206	.258		
	Total	63.930	210			
2	Regression	13.002	5	2.600	10.467	.000 ^c
	Residual	50.928	205	.248		
	Total	63.930	210			

The study findings in Table 5 show that employee work value congruence had a moderating effect on the relationship between transformational leadership and employee job performance among lower level managers in the insurance sector of Kenya, $\beta = 0.248$, $t(210) = 3.045$, $p < 0.05$. This implied that a unit increase in employee work value congruence would lead to an increase in employee job performance among lower level managers by 0.248 units.

Table 5: Results of Regression Coefficient for the Multiple Model after Moderation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.844	.213		13.337	.000
	Idealized Influence	.153	.089	.208	1.713	.088
	Inspirational Motivation	-.050	.120	-.060	-.420	.675
	Individualized Consideration	.151	.108	.177	1.389	.166
	Intellectual Stimulation	.108	.105	.121	1.028	.305
2	(Constant)	2.614	.222		11.762	.000
	Idealized Influence	.104	.089	.142	1.174	.242
	Inspirational Motivation	-.043	.118	-.051	-.364	.716
	Individualized Consideration	.095	.108	.112	.883	.378
	Intellectual Stimulation	.031	.106	.035	.292	.770
	Employee Work Value Congruence	.248	.082	.269	3.045	.003

Conclusions

The study findings showed that the regression model for the relationship between inspirational motivation and employee job performance was statistically significant as indicated by $F(3, 207) = 10.186$, $p < .05$. Hence the null hypothesis was rejected and concluded that inspirational motivation influenced employee job performance among lower level managers of insurance companies in Kenya.

In addition, the study findings showed that the model for employee work value congruence as a moderating variable in the relationship between the transformational leadership and employee job performance was statistically significant, $F(5, 205) = 10.467$, $p < .05$. Hence the null hypothesis was rejected and concluded that employee work value congruence was a moderating variable in the relationship between the transformational leadership and employee job performance.

Several studies have supported a positive correlation of transformational leadership and employee job performance in various settings and context. This study showed that, indeed in insurance industry in Kenya, transformational leadership influences employee's job performance with employee work value congruence as a moderating variable. However, there are limitations to this study. The study was cross sectional study and hence could not establish causation but only an association between variables. In this study, measures were self-reported which could easily lend to potential bias and this was noted as a limitation. In addition, all the respondents were from the same industry and therefore this pose a question whether the findings can be generalized to other industries of the private sector. Future studies could look into whether number of years served by an employee in an organization could influence the effectiveness of transformational leadership. Based on the findings it was recommended that employees should tailor their values to fit into the culture and values of the organization for the organization to profit from transformational leadership.

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