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INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL INNOVATIVENESS IN MOBILE TELECOMMUNICATION FIRMS IN KAKAMEGA COUNTY, KENYA

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ABSTRACT

This study aimed to investigate the effect of transformational leadership on organizational innovativeness in the mobile telecommunication firms in Kakamega County. Organizational innovativeness is how organizations develop new or improved products or services and its success in bringing those products or services to the market. Transformational leadership was hypothesized to have a positive influence on organizational innovation. Inspirational motivation, individualized consideration, intellectual stimulation and idealized influence were proven to be major influence of organizational innovativeness. Data was collected from 100 employees and managers of the three telecommunication firms in Kakamega County namely, Safaricom,Telkom and Airtel. The questionnaires included measures of transformational leadership; product innovations of their companies, and the degree of support they received from internal support. Organizational innovation was measured with number of patents and newly product innovations. Hierarchical regression analysis was used to test the hypothesized effects. The results of the Analysis provided support for the positive influence of transformational leadership on organizational innovation. The four factors that influence transformational leadership on organizational innovativeness were idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration that were tested in the research.

Key Words: *Inspirational Motivation, Individualized Consideration, Intellectual Stimulation, Idealized Influence, Organizational Innovativeness*

INTRODUCTION

Transformational leadership can be described as a process that changes and transforms individuals through an exceptional form of influence that moves followers to accomplish more than what is usually expected. Its objective is to give a business a new lease of life. Transformational leadership is basically concerned with emotions, values, ethics, standards, and long-term goals. CEOs who lead firms that have created outstanding value for the Kenyan public rather than private or personal gain have been profiled from time to time. However, every leader in a firm needs to understand the principles of renewal for the process to succeed.

The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James Macgregor Burns ((1985),). According to Burns, (Burns, J. M. (1978) transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation." Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. Later, researcher Bernard M. Bass expanded upon Burns' original ideas to develop what is today referred to as Bass' Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect, and admiration from their followers.

How workers interact with one another in an organization is very important. It is clear that one fact stands out in as far as transformational leadership in organizations is concerned that this leadership style induces performance and productivity through reward and punishment. Perhaps to have an even better in-depth view of this leadership style it would be prudent to look at its application module.

As an idea, transformational leadership was first mentioned in 1973, in the sociological study conducted by the author Downton, J. V., "Rebel Leadership: Commitment and Charisma in the revolutionary process". After that, James McGregor Received March 10, 1999 50 I. SIMIĆ used the term transformational leadership in his book "Leadership" (1978). In 1985, Barnard M. Bass presented a formal transformational leadership theory which, in addition to other things also includes the models and factors of behavior One year latter (1986) Noel M. Tichy and Marry Anne Devanna published a book under the title "The Transformational Leader" (2). Research projects, doctor dissertations and books in the field of transformational leadership have been carried out and published in the initial phase of the transformational leadership concept development and, especially in recent years, have contributed to the development of the most actual leaders' concept. Transformational leadership has gained academic attention over the last 20 years as a new paradigm for understanding leadership. Transformational leaders define the need to develop a vision for the future and to mobilize followers of commitment to create change and to achieve results beyond what would normally be expected.

Organizational innovation is the implementation of a method that hasn't been used before in the organization, It result from the strategic decision that management has taken. (Meroño-Cerdán, and López-Nicolás, 2017.

Influence of transformational leadership are also found on creativity and innovation. Shin and Zhou (2003) found positive association between followers creativity and transformational leadership. Shin (as cited in De Jong,Den Hartog and Zoetermeer, 2003) claimed that the leaders who inculcate clear innovative vision found better results. According to Sosik, et al., (1998), instilling a vision enhances creative output. A study by Shamir et al.(1993) links vision to levels of motivation and performance.De

Jong (2006) found innovation based vision to encourage innovative work behavior. He further elaborated that vision provides a direction of activities and sets general guidelines for the future.

Kenyan mobile telephone industry is one of the most established industries in Africa and accounts for 7% of mobile phone subscribers in Sub-Saharan Africa. The International Telecommunications Union report indicates that Kenya has the third highest number of subscribers, after Nigeria and South Africa that respectively account for 26% and 19% of mobile cellular subscriptions in Sub-Saharan Africa (Kaloki, 2010).

The telecommunications sector has seen fast mobile phone growth since the beginning of the liberalization of the in industry in 1999. The process was started by the establishment of the Communications Commission of Kenya (CCK) in February of that same year through the Kenya Communications Act, 1978. CCK's role was to license and regulate telecommunications, radio communication and postal services in Kenya. In year 2000, some 180,000 Kenyans had access to a mobile phone and by the end of 2006; the figure had grown to 7.3 million people, an increase of more than 4,000 percent (Kaloki, 2010).

Statement of the Problem

Firms in the mobile telecommunication industry in Kenya are operating in increasingly competitive, highly regulated and dynamic market and therefore they have to formulate strategies to ensure their survival. The telecommunication industry environment has of late been affected adversely by the changing operating environment that has seen three out of the four firms in the industry make huge losses (CCK, 2013). Interestingly, while Safaricom is making the highest profits in East and Central Africa, Airtel, Orange and Yu have been making huge losses that have led to the management of both Yu and Orange consider leaving the Kenyan market.

Fundamental research on transformational leadership on organizational innovativeness has been conducted widely worldwide as well as in leading organizations in Kenya. Choudhary, Akhtar and Zaheer (2012) examined the impact of Transformational and Servant Leadership on organizational innovativeness and performance from profit-oriented service sector of Pakistan. They discovered that transformational leadership enhances organizational innovativeness. Jelovac and Matjaz (2012) had a similar finding on an empirical survey of leadership styles of Slovenian entrepreneurs founders of SMEs. Their results suggested that the use of transformational leadership was correlated with increased self-reported effectiveness of their organization. Comparable studies conducted in Kenya have parallel results.

Telecommunication industry in Kenya has been faced by poor leadership style which has led to companies like Airtel and Telkom not compete in the market. This has attracted numerous researches to help identify what lead to their lack of innovative ideas in their organizations thus the study of identifying the influence of transformational leadership on organizational innovativeneness in telecommunication firms in Kakamega County, Kenya

Research Objectives

The overall objective of the study was to determine the influence of transformational leadership on organizational innovativeness in mobile telecommunication firms in Kakamega County, Kenya. The specific objectives were:

- To evaluate the influence of inspirational motivation on organizational innovativeness in Telecommunication firms in Kakamega County.
- To establish the influence of individualized consideration on organizational innovativeness in Telecommunication firms in Kakamega County
- To evaluate the influence of intellectual stimulation on organizational innovativeness in Telecommunication firms in Kakamega County

- To assess the influence of idealized influence on organizational innovativeness in Telecommunication firms in Kakamega County

Research Hypotheses

- **H0**; There is no significant relationship between inspirational motivation of transformational leadership and organizational innovativeness in telecommunication firms in Kakamega county
- **H0**; There is no significant influence between individualized influence of transformational leadership and organizational innovativeness in telecommunication firms in Kakamega county
- **H0**; There is no significant influence between idealized influence of transformational leadership and organizational innovativeness in telecommunication firms in Kakamega county
- **H0**; There is no significant influence between intellectual stimulation of transformational leadership and organizational innovativeness in telecommunication firms in Kakamega county

LITERATURE REVIEW

Theoretical review

Diffusion of innovation Theory

This theory was put forth by Rogers (2003). In this theory, a technology is simply a design for instrumental action that reduces the uncertainty in the cause-effect relationships involved in achieving a desired outcome. The theory of innovations has four key elements. These are: innovation, communication channels, time and social system. According to Rogers (2003) an innovation is an idea, practice, or project that is perceived as new by an individual or other unit of adoption irrespective of when it was invented. Communication is a process through which participants create and share information with one another to reach a mutual understanding. Communication occurs through channels between sources. A channel is the means by which a message gets from the generator of the message to the receiver. In interpersonal channels, the communication may have a characteristic of homophily or heterophily. In homophily, the focus is on the degree to which two or more individuals who interact are similar in certain attributes, such as beliefs, education, socioeconomic status, and the like. Heterophily refers to the degree to which two or more individuals who interact are different in certain attributes. For innovation to diffuse there must be heterophily. Time is another element in the theory of diffusion by Rogers (2003). The innovation diffusion process, adopter categorization, and rate of adoptions have a time dimension. The last element in the diffusion model is the social system.

The social system refers to the set of interrelated units engaged in joint problem solving to accomplish a common goal.

Stakeholder Theory

Stakeholder theory was proposed by Freeman (1984) in his seminal book. Stakeholder theory can be defined by two key aspects. Stakeholders are persons (or groups) with legitimate interests in the corporation and the interests of all stakeholders are of intrinsic value. This means that a firm‟s management is required to give simultaneous attention to the legitimate interests of all appropriate stakeholders, both in the establishments of organizational structures and general policies and in case by case decision making.

The importance of stakeholder theory is to examine how innovation takes place and how it should be undertaken (Lusweti, 2009). According to the theory, ever increasing pace of change and innovation and the increasing turbulence of the environment make it practically impossible for firms to innovate alone (Walker, 2004). As a result, there is clear need for firms to view themselves as a node in a network of firms that enable it to continually innovate. Stakeholder theory's contribution to the field of strategy is a richer perspective on the nature of the firm, ways managers think about strategic innovation

and how board members think about the interests of corporate constituencies.

Empirical Review

The influence of inspirational motivation on organizational innovativeness

According to Bass (1990), he describes inspirational motivation as providing followers with challenges and meaning for engaging in shared goals. Bass and Steidlmeier (1999) expanded on this description of inspirational motivation as the leader's ability to communicate his or her vision in a way that inspires followers to take action in an effort to fulfill the vision. According to Kent, Crotts, and Azziz (2001), inspirational motivation enables leaders to remain focused on the vision of the group despite any obstacles that may arise.

Yukl (2010) described inspirational motivation behaviors as communicating an appealing vision, using symbols to focus subordinate effort, and modeling appropriate behaviors. Banjeri and Krishnan (2000) relate inspirational motivation to concepts of ethics, claiming that when leaders show concern for organizational vision and follower motivation, they are more inclined to make ethical decisions.

A worker-friendly organization can inspire both motivation and organizational innovativeness. Appropriate leadership has the responsibility of enhancing inspiring motivation and enhancing job satisfaction and innovativeness. Salanova and Kirmanen (2010) explain that a person can be motivated without leadership but leadership cannot succeed without the motivation of the follower's side. The success of organizations will depend on inspiring employee motivation which enhances creativity and innovativeness.

If employees are motivated by their leaders, their creativity is enhanced (Zhou and Ren, 2011).

The influence of intellectual stimulation on organizational innovativeness

Intellectual Stimulation involves followers in developing new and different solutions to common problems and conducting work in new ways. Leaders challenge the process and confront old and outdated assumptions, traditions and processes.

Further, they involve others in the discussion and stimulate new ways of thinking. According to Northouse (2001), "This is leadership that stimulates followers to be creative and innovative, and to challenge their own beliefs and values as well as those of the leader and the organization.

This type of leadership supports followers as they try new approaches and develop innovative ways of dealing with organizational issues. It promotes followers thinking things out on their own and engaging in careful problem solving." Avolio *et al*., (1999) described intellectual stimulation as getting followers to question the tried and true methods of solving problems by encouraging them to improve upon those methods. The empoyees are able to be more creative and improve on already tested methods to improve the creativity and innovativeness of the organization. Intellectual stimulation involves exciting individual's cognitive ability, so that he or she can engage in independent thinking in the course of carrying out job responsibilities (Jung, Chow, and Wu,2003).

The influence of individualized consideration on organizational innovativeness

Transformational leaders provide distinct attention to every single employee's needs for attainment and development by assuming the responsibility of a coach or a mentor. The staffs are made to progressively achieve higher levels of potential. Individualized consideration is implemented after newly discovered opportunities are crafted alongside a supportive climate (Long, Yusof, Wan, Kowang, Tan and Heng(2014).

Bass (1995) discussed individualized attention as occurring when a leader pays attention to the differences among followers and discovers what

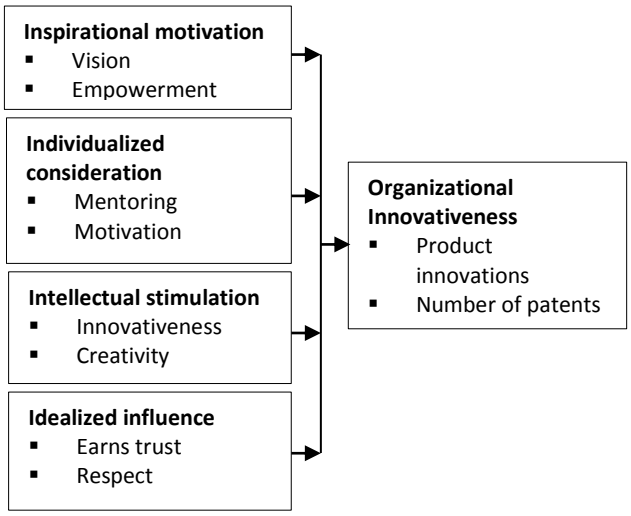
motivates each individual. He proposed that individualized attention allows leaders to become familiar with followers, enhances communication and improves information exchange. Theorists have begun to shift the focus of individualized attention from a means to promote familiarity with followers to a means to provide support. For example, Avolio and Bass (1995) stated that a leader displays more frequent individualized consideration by showing general support for the efforts of followers". Karamat (2013) holds similar views as he states that consideration style leaders show a high level of concern for people and are supportive of them. He explains that such leaders seek and accept suggestions from subordinates, consult with employees in advance on important matters, and criticize the work rather than the people.

The influence of idealized influence on Organizational Innovativeness

Idealized influence is one of the four components of transformational leadership identified as an independent variable for this investigation. Scholars examining this process assert that idealized influence refers to the idea that followers will trust and respect leaders to provide support and resources (Chu & Lai, 2011). As a result of this belief, employees will be willing to accept the directives provided by the leader, regardless of their complexity or difficulty (Chu & Lai, 2011). Although the role of idealized influence and its implications for organizational performance is often conceptualized as part of transformational leadership, there is evidence indicating that idealized influence may impact particular aspects of organizational performance.

In particular, idealized influence may have implications for employee commitment and satisfaction to facilitate engagement and motivation while on the job (Chen, 2004). Understanding the specific impact of idealized influence on organizational performance is thus imperative for expanding comprehension of how transformational leadership influences organizational innovativeness. The employees are able to earn respect and even respect the leader, earn trust and admiration which is key in creativity and innovativeness of an entire organization

Conceptual Framework



Independent Variables **Dependent Variables**

Figure 1: Conceptual Framework

Source: Author (2018)

METHODOLOGY

The study will adopted descriptive survey design. The design is considered suitable for the study as it involves gathering data from members of the population in order to determine its current status in regard to one or more variables (Mugenda & Mugenda, 1999). A target population is that population to which a researcher wants to generalize the results of a study (Mugenda and Mugenda, 2003). The study targeted a sample of 100 managers and support staff. The respondents were selected according to their representative. The sample of 20 respondents from the management and 80 from the support staff of the three telecommunication industry within Kakamega County. The researcher distributed 100 questionnaires for the respondents to fill. The questionnaires were used because the respondents were allowed to think over the items and saved from

anxiety involved in the face to face encounter with the researcher. The study used both primary and secondary data. Secondary data was obtained from the magazines, books and other published company information relating to firms performance and publications relating to organization strategy and innovativeness. Using secondary data ensured accuracy of information obtained and objectivity. The collected information was cleaned, coded and entered into the computer using the statistical package for social sciences (SPSS) version 24 for Windows analysis. Data was analyzed using descriptive and inferential statistics. The regression model that was used was; $Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$

Where Y was the dependent variable (organizational innovativeness of telecommunication firms)

ε = error term

β0 Regression constant. It is the value of Y when X1=X2=X3=X4=0

β1-4 is the regression coefficients of independent variables

X1 is inspiration motivation

X2 is individualized consideration

X3 is intellectual stimulation

X4 is idealized influence

RESULTS

Inspirational motivation

Inspirational motivation is one of the crucial elements of transformational leadership in organization innovativeness. To measure inspirational motivation, a set of five statements were formulated. The respondents were asked to indicate the extent of agreement with each of the inspirational motivation statements. The pertinent results were presented in Table 1.

Table 1: Descriptive Statistics for Inspirational motivation

No	Inspirational motivation	1	2	3	4	5	Mean	SDV
1	The team leader talks optimistically about the future	2.6% (6)	2.2% (5)	2.6% (6)	25.1%(57)	67.4%(153)	4.5242	.86887
2	The team leader enthusiastically talks about what needs to be accomplished	2.2% (5)	2.2% (5)	4.4% (10)	28.2%(64)	63% (143)	4.4758	.86596
3	Our leader articulates a compelling vision of the future	1.3% (3)	3.1% (7)	4.8% (11)	24.7%(56)	66.1%(150)	4.5110	.83274
4	Our leaders express with a few simple words what we could and should do	1.3% (3)	3.1% (7)	7.9% (18)	20.7%(47)	67% (152)	4.4890	.86914
5	The leadership helps me find meaning in my work	5.3% (12)	7% (16)	13.2%(30)	23.8%(54)	50.7%(115)	4.0749	1.18196
	Overall Mean						**4.41**	**0.92**

From Table 1, majority of the respondents 67.4% (153) strongly agreed that the team leader talked optimistically about the future and 25.1%(57) agreed on the same with a mean of 4.5242 and standard deviation of .86887 implying that there is some deviation from the mean. Similarly, 28.2% (64) and 63% (143) of the respondents agreed and strongly agreed respectively that the team leader enthusiastically talked about what needs to be accomplished. A mean of 4.4758 and standard deviation of .86596 suggested that there was some deviation from the mean. Leader articulated a compelling vision of the future as indicated by 66.1% (150) of the respondents who strongly agreed and

20.7% (47) who agreed with a mean of 4.4890 and standard deviation of .86914 implying there was some deviation from the mean.

Lastly, 50.7% (115) of the sampled respondents strongly agreed that the leadership helps me find meaning in my work and additional 23.8%(54) agreed with a mean of 4.0749 and standard deviation of 1.18196. This implied that there is great deviation from the mean. From the overall mean of 4.41, the findings indicated that sampled respondents agreed with Inspirational motivation statement with some deviation from the mean (0.92).

Individualized Consideration

Individualized consideration is one of the key transformational leadership elements that influence organizational innovativeness. To measure individualized consideration, a set of five statements were formulated. The respondents were asked to indicate the extent of agreement with each of the individualized consideration statements from strongly disagree to strongly agree. The relevant results were presented in Table 2.

Table 2: Descriptive Results for Individualized consideration

No	Individualized consideration	SD	D	U	A	SA	Mean	SDV
1	The team leader helps team members to develop their strengths	8.8% (20)	1.8% (4)	5.3% (12)	49.3%(112)	34.8%(79)	3.9956	1.12689
2	There is proper communication channels in the organization by giving feedback	5.7% (13)	13.2% (30)	8.4% (19)	53.7%(122)	18.9%(43)	3.6696	1.10153
3	My personal needs are met by the organization fully	2.2% (5)	8.8% (20)	9.3% (21)	58.6%(133)	21.1%(48)	3.8767	.91822
4	I get support to overcome challenges I face in my job	9.3% (21)	11.5% (26)	10.6%(24)	31.3%(71)	37.4%(85)	3.7621	1.31222
5	The team leader spend time teaching and coaching others	9.3% (21)	10.6% (24)	21.6%(49)	21.6%(49)	37% (84)	3.6652	1.31794
	Overall Mean						**3.7938**	**1.15536**

From Table 2, slight majority of the respondents agreed that the team leader helped team members to develop their strengths as shown by 49.3% (112) of the respondents while 34.8% (79) agreed with a mean of 3.9956 and standard deviation of 1.12689 indicating great deviation from the mean. The results also revealed that 53.7% (122) and 18.9% (43) of the respondents agreed and strongly agreed respectively that there was proper communication channels in the organization by giving feedback. A mean of 3.6696 and standard deviation of 1.10153 indicated that there was great deviation from the mean. In regard to personal needs, 58.6% (133) of the respondents agreed that their personal needs were met by the organization fully while 21.1% (48) agreed with a mean of 3.8767 and standard deviation of 0.91822.

The results also revealed that 31.3% (71) and 37.4% (85) of the respondents agreed and strongly agreed respectively that they got support to overcome challenges they face in their job with a mean of 3.7621 and standard deviation of 1.31222. Lastly, 21.6% (49) of the respondents agreed that the team leader spend time teaching and coaching others and 37%(84) strongly agreed with a mean of 3.6652 and standard deviation of 1.31794 which suggests that there was great deviation from mean. The overall mean of 3.7938 and standard deviation of 1.15536 implied that there was great deviation on the five statement of individualized consideration.

Intellectual stimulation

Intellectual stimulation is one of the key elements of transformational leadership of an organization. To measure intellectual stimulation, a set of five statements were formulated. The respondents were asked to indicate the extent of agreement with each of the intellectual stimulation statements from strongly disagree to strongly agree. The pertinent results are presented in Table 3.

Table 3: Descriptive Results for Intellectual stimulation

No	Intellectual stimulation	1	2	3	4	5	Mean	SDV
1	The team leader gets me look at the task from many different angles	0.4% (1)	10.1%(23)	16.3%(37)	41% (93)	32.2%(73)	3.9427	.96454
2	I get permitted to set my own pace for change	1.8% (4)	15.9%(36)	22.5%(51)	20.7% (47)	39.2%(89)	3.7974	1.40647
3	I am allowed to have my own judgment in solving problems	1.3% (3)	14.1%(32)	18.5%(42)	12.8% (29)	53.3%(121)	4.0264	1.22791
4	I get help to rethink ideas I have never questioned before	1.3% (3)	8.4% (19)	20.7%(47)	13.2% (30)	56.4%(128)	4.1498	1.09889
5	The team leader suggests new ways of looking at how to complete assignments	3.1% (7)	4.8% (11)	9.3%(21)	49.3% (112)	33.5%(76)	4.0529	0.94860
	Overall Mean						**3.9938**	**1.07408**

Results in Table 3 showed that the team leader got employees look at the task from many different angles as shown by 41% (93) and 32.2% (73)of the respondents who agreed and strongly agreed respectively. A mean of 3.9427 and standard deviation of .96454 indicated that there was great dispersion from mean. On the other hand, 39.2% (89) of the respondents strongly agreed and additional 20.7% (47) agreed that they get permitted to set their own pace for change with a mean of 3.7974 and standard deviation of 1.40647. This suggests that there was great deviation from the mean. Employees were allowed to have their own judgment in solving problems as revealed by 53.3% (121) of the respondent who strongly agreed and 12.8%(29) who agreed with a mean of 4.0264 and standard deviation 1.22791.

The results also revealed that 13.2% (30) and 56.4% (128) of the sampled respondents agreed and strongly agreed respectively that they got help to rethink ideas they had never questioned before with a mean of 4.1498 and standard deviation of 1.09889. The team leader suggested new ways of looking at how to complete assignments as indicated by majority of the respondents (82.2%) of which 49.3% (112) agreed and 33.5%(76) strongly agreed with a mean of 4.0529 and standard deviation of 0.94860. The overall mean of 3.9938 and standard deviation of 1.07408 implied there was significant deviation on the agreement in various statement of intellectual stimulation.

Idealized influence

Idealized influence is one of the key factors affecting organizational innovativeness within transformational leadership. To measure idealized influence, a set of four statements were formulated. The respondents were asked to indicate the extent of agreement with each of the idealized influence statements from strongly disagree to strongly agreed. The relevant results were presented in Table 4.

Table 4: Descriptive results on Idealized influence

No	Idealized influence	1	2	3	4	5	Mean	SDV
1	I trust the leadership presently for innovation	11% (25)	2.2% (5)	1.3% (3)	36.1%(82)	49.3%(112)	4.1057	1.25765
2	The leader talks about my most important values and beliefs	12.8% (29)	13.2%(30)	8.4% (19)	19.8%(45)	45.8%(104)	3.7269	1.46805
3	I respect the leadership of this organization	5.7% (13)	13.7%(31)	18.5%(42)	28.2%(64)	33.9%(77)	3.7093	1.22801
4	Leadership emphasizes the importance of having collective sense of mission	9.7% (22)	13.7%(31)	18.5%(42)	23.8%(54)	34.4%(78)	3.5947	1.33820
	Overall Mean						**3.7842**	**1.32298**

The results in Table 4 showed that 36.1% (82) of the respondents agreed that they trust the leadership presently for innovation and additional 49.3% (112) strongly agreed. A mean of 4.1057 and standard deviation of 1.25765 indicated there was great deviation from the mean. The results also revealed that 19.8% (45) and 45.8% (104) of the respondents agreed and strongly agreed respectively that the leader talks about my most important values and beliefs with a mean of 3.7269 and standard deviation of 1.46805.

The results also revealed that 28.2% (64) and 33.9% (77) of the sampled respondents agreed and strongly agreed respectively that they respected the leadership of the organization with a mean of 3.7093 and standard deviation of 1.22801. Lastly, 23.8% (54) and 34.4% (78) of the sampled respondents agreed and strongly agreed respectively that leadership emphasized the importance of having collective sense of mission with a mean of 3.5947 and standard deviation of 1.33820. This implied that there was great deviation from the mean. The overall mean of 3.7842 and standard deviation of 1.32298 implied that there was great deviation from the mean of idealized influence.

Organizational innovativeness

Organizational innovativeness in this study was used as dependent variable. The pertinent results were presented in Table 5.

Table 5: Descriptive Results for Organizational innovativeness

No	Organizational innovativeness	1	2	3	4	5	Mean	SDV
1	The organization spends much on R&D activities	0.4% (1)	1.3% (3)	1.3% (3)	37% (84)	59.9%(136)	4.5463	.63894
2	The company has high level of networking	0.0	0.9% (2)	0.0	37.9%(86)	61.2%(139)	4.5947	.54212
3	The organization has more patents	3.1% (7)	7.9% (18)	11% (25)	47.6%(108)	30.4%(69)	3.9427	1.00498
4	There is increase in customer base	0.9% (2)	15% (34)	3.5% (8)	30.4%(69)	50.2%(114)	4.1410	1.09603
	Overall Mean						**4.30**	**0.820**

From Table 5, majority of the respondents 59.9% (136) strongly agreed that the organization spends much on R&D activities and additional 37% (84) agreed with a mean of 4.5463 and standard deviation of .63894. This implied that there was some deviation from the men. The results further revealed that 37.9 % (86) and 61.2% (139) of the respondents agreed and strongly agreed respectively that the company had high level of networking. A mean of 4.5947 and standard deviation of .54212 implied that there was some deviation from the mean. In regard to patents, 47.6 % (108) of the sampled respondents agreed that

the organization had more patents and additional 30.4% (69) strongly agreed with a mean of 3.9427 and standard deviation of 1.00498.

The results also revealed that 30.4% (69) and 50.2% (114) of the sampled respondents agreed and strongly agreed respectively that there was increase in customer base. A mean of 4.1410 and standard deviation of 1.09603 implied that there was great deviation from the mean. The overall mean was 4.30 implying that telecommunications in Kenya had better organizational innovativeness although standard deviation of 0.820 indicated that there some deviation on their organizational innovativeness performance.

Table 6: Correlation between Transformational leadership and organizational innovativeness

		IM	IC	IS	II	OI
IM	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	227				
IC	Pearson Correlation	.571**	1			
	Sig. (2-tailed)	.000				
	N	227	227			
IS	Pearson Correlation	.334**	.569**	1		
	Sig. (2-tailed)	.000	.000			
	N	227	227	227		
II	Pearson Correlation	.448**	.493**	.633**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	227	227	227	227	
OI	Pearson Correlation	.674**	.648**	.527**	.560**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	227	227	227	227	227

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

**. Correlation is significant at the 0.01 level (2-tailed).

Key: N=Sample **OI=**Organizational innovativeness**; IM=Inspirational motivation, IC=Individualized consideration, IS=intellectual stimulation, II=Idealized influence**

It was evident that all dimensions of transformational leadership were positively correlated with organizational innovativeness. The correlation of interest was obtained by examining the correlation between organizational innovativeness and each of the dimensions of transformational leadership constructs. The findings shows that the lowest correlation coefficient was achieved between intellectual stimulation and organizational innovativeness (r=0.527, p=.000). This correlation was positive and significant. This denotes that a positive association exists between the organizational innovativeness and the intellectual stimulation as a result of increase in organizational innovativeness.

The correlation between idealized influence and organizational innovativeness was the second least correlation obtained in this study. The relationship was significant and positive as indicated by r=0.560, p=.000 which implies there is a moderate relationship between idealized influence and organizational innovativeness. The second highest correlation was obtained between individualized consideration and organizational innovativeness. This correlation coefficient was significant and positive as indicated by r value of 0.648, p=.000 suggesting that organizational innovativeness is moderately influenced by the individualized consideration,. Thereby, increase in individualized consideration would result to increase organizational innovativeness. The highest correlation amongst the transformational leadership construct metrics, which was also a significant strong correlation, was the

correlation between Inspirational motivation and organizational innovativeness, which was positive and significant (r=0.674, p=.000). This meant that as the telecommunication firms in Kakamega County increase their inspirational motivation, there will be an increase in the organizational innovativeness.

However, due to inherent weakness in correlation results especially the third variable problem and difficulty in determination of causality (Field, 2005), there was therefore need to exercise caution when interpreting correlation results. The correlation results could not reveal other unmeasured or measured variables influencing the results. Therefore, regression results are considered handy in testing in supporting the results.

Table 7: Model Summary and ANOVA

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778[a]	.606	.599	.46182

a. Predictors: (Constant), IM, IC, IS, II

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.821	4	18.205	85.360	.000[b]
	Residual	47.347	222	.213		
	Total	120.167	226			

a. Dependent Variable: Organizational innovativeness

b. Predictors: (Constant), IM, IC, IS, II

From R square column, we can deduced that transformational leadership accounted for 60.6% significant variance in organizational innovativeness (R square =.606, P=0.000) implying that 39.4% of the variance in organizational innovativeness was accounted for by other variables not captured in this model. From the findings, also adjusted R square value was obtained, which was a corrected R square value to provide a useful estimate of true study population. The difference between R^2 and adjusted R^2 was obtained by subtracting the later from the former (.606-.599=0.007) a value when multiplied by 100% results in 0.7 percent. This reduction implies that should the model originated from the entire population instead of a sample, it would explain about 0.7% less variation in the study outcome.

In order to assess the significance of the model, simply whether the study model was a better significant predictor of the organizational innovativeness rather than using mean score which is considered as a guess, the study resorted to F Ratio. The F value from study findings indicated the proportion of the improvement in predicting the results from fitting the model relative to the inaccuracy or errors that still prevails in the study model. From the findings, the F value is more than one, as indicated by a value of 85.360, which means that enhancement as a result of model fitting is much larger than the model errors/inaccuracies that were not used in the model (F (4,226) = 85.360, P=0.000). The large F value was very unlikely to exist by chance (99.0%), thus implying that the final study model had significant improvement in it was prediction ability of telecommunication firm' organizational innovativeness.

Table 8: Coefficients on effect of Constructs of deposit on organizational innovativeness

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

(Constant)	.421	.234		1.798	.073
IM	.406	.053	.409	7.688	.000
IC	.270	.063	.254	4.310	.000
IS	.163	.067	.144	2.433	.016
II	.124	.045	.161	2.786	.006

a. Dependent Variable: Organizational innovativeness

From the findings presented in Table 8, we looked at the model results and scanned down through the unstandardized coefficients B column. All transformational leadership constructs had significant positive influence on the organizational innovativeness. If transformational leadership were held at zero or it was absent, the organizational innovativeness in telecommunication firms in Kakamega county would be .421, p=0.073. Though be positive but insignificant. It was revealed that inspirational motivation had largest unique significant contribution to the model with B=.406, p=.000 suggesting that controlling of other variables (individualized consideration, intellectual stimulation and idealized influence) in the model, a unit change in inspirational motivation would result to significant change in organizational innovativeness by 0.406 in the same direction.

The second largest beta coefficient was 0.270, which was coefficient value for individualized consideration. This values was significant (B=.270, p=.000) and also positive. This meant that individualized consideration had unique contribution to explaining the organizational innovativeness in telecommunication firms in Kakamega County, when the variance explained by all other variables (inspirational motivation, intellectual stimulation and idealized influence) in the model is controlled. This implied that a unit change in individualized consideration would result to change in organizational innovativeness by 0.270 in the same direction.

Another variable that also had a unique significant contribution to the model was the value for intellectual stimulation (B=.163, p=.016), slightly lower than individualized consideration but therefore, third highest. When other variables in the model are controlled (individualized consideration, inspirational motivation and idealized influence), a unit change in intellectual stimulation would result to significant change in organizational innovativeness by 0.163 in the same direction.

Lastly, idealized influence had least unique significant contribution to the model with B=-0.124, p=.006 implying that when other variables in the model are controlled (individualized consideration, intellectual stimulation and inspirational motivation), a unit change in idealized influence would result to significant change in organizational innovativeness by 0.124 in the same direction.

A regression of the four predictor variables against organizational innovativeness established the multiple linear regression model as below as indicated below:-

Organizational innovativeness =0.421 + 0.406IM+0.270IC+0.163IS+ 0.124II

Testing for Null hypotheses

The results of multiple linear regressions were used in testing null hypotheses using P value, β statistics as illustrated as follows.

Table 9: Testing for Null hypotheses

Hypothesis	Reject if β≠0 and P<0.05	Verdict
H_{01}: There is no significant relationship between inspirational motivation of transformational leadership and organizational innovativeness in telecommunication firms in Kakamega county	β_1=.406, P=.000	Rejected

H_{02}: There is no significant influence of individualized influence of transformational leadership and organizational innovativeness in telecommunication firms in Kakamega county	β_2=.270, P=.000	Rejected
H_{03}: There is no significant relationship between idealized influence of transformational leadership and organizational innovativeness in telecommunication firms in Kakamega county	β_3=.163, P=.016	Rejected
H_{04}: There is no significant relationship between intellectual stimulation of transformational leadership and organizational innovativeness in telecommunication firms in Kakamega county	β_4=.124, P=.006	Rejected

CONCLUSIONS

The study established that inspirational motivation influences the organizational innovativeness in Telecommunication firms in Kakamega County. Results from Pearson correlation analysis (R≠0, P<0.05), simple linear regression (F ratio >0, P<0.05) and multiple linear regression analysis (β≠0, P<.05) provided evidence to reject the first null hypothesis. Increasing in inspirational motivation of transformational leadership would result to increase in organizational innovativeness. Specifically, the study concluded that team leader talks optimistically about the future and articulates a compelling vision of the future are likely to achieve organization innovativeness. The study examined the influence of individualized consideration and concluded that the individualized consideration has positive influence on the organizational innovativeness in mobile telecommunication firms in Kakamega County, Kenya. Results obtained from Pearson correlation analysis (R≠0, P<0.05), simple linear regression (F ratio>0, P<0.05) and multiple linear regression analysis (β≠0, P<.05) provided evidence to fail accept second null hypothesis. The study established that team leader helps team members to develop their strengths and there are proper communication channels in the organization by giving feedback which has aid in organizational innovativeness. Therefore, improvement in the individualized consideration would results to increase in organizational innovativeness.

The study sought to evaluate influence of intellectual stimulation on organizational innovativeness in mobile telecommunication firms in Kakamega County, Kenya. The study established that intellectual stimulation influenced organizational innovativeness. Results obtained from Pearson correlation analysis (R≠0, P<0.05), simple linear regression (F ratio>0, P<0.05) and multiple linear regression analysis (β≠0, P<.05) provided evidence to fail accept third null hypothesis and concluded that there is significant influence of intellectual stimulation of transformational leadership on organizational innovativeness in telecommunication firms in Kakamega county. In this regard, if employees are allowed to have their own judgment in solving problems, get help to rethink ideas they have never questioned before and team leader suggests new ways of looking at how to complete assignments organizational innovativeness would be enhanced.

The last objective of the study sought to assess the influence of idealized influence on organizational innovativeness in Telecommunication firms in Kakamega County. The study established that the idealized influence had significant influence of organizational innovativeness in Telecommunication firms in Kakamega County. This proved from results obtained from Pearson correlation analysis (R≠0, P<0.05), simple linear regression (F ratio>0, P<0.05) and multiple linear regression analysis (β≠0, P<.05). Thus the fourth null hypothesis was rejected. Employees were found trust the leadership presently for innovation and the leader talks about their most

important values and beliefs. This has positive influence on organizational innovativeness in Telecommunication firms in Kakamega County.

Suggestion for Further Studies

It was hoped that the findings of this study would contribute to the existing body of knowledge and form a basis for future researches. The following areas of further research were thus suggested. Whereas the current study focused on transformational leadership on organizational innovativeness in Telecommunication firms in Kakamega County, future studies should seek to establish whether or not the transformational leadership is applicable to other sectors of the economy. Further studies should also focus on the transformational leadership and innovative strategies. The suggested areas for further research will assist in bringing out a more holistic view of transformational leadership in innovative practices.

Another suggestion for further studies is the inclusion of moderated variables such as organization size. This would make a significant contribution to the existing body of knowledge in the field of leadership and organizational innovation by providing support for the moderating role of organizational size in the relation between the transformational leadership and organizational innovation.

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