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The Role of Inspirational Motivation on Organizational Growth of Autocare SMEs in Roysambu Sub County in Nairobi, Kenya

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ABSTRACT: At their inception, organizations are started with the aim of achieving some specific targets. However, more often than not, majority of these organizations fall short of stakeholders' expectations by failing to meet the expected objectives due to failure of the application of the suitable leadership styles. The aim of this study was therefore to ascertain the role that inspirational motivation plays on the growth of Autocare Small and Medium Enterprises (SMEs) in Roysambu Sub-County in Nairobi, Kenya. Due to its quantitative nature, the study was anchored on positivist philosophical orientation and descriptive research design respectively. The study's target population was all the 30 SMEs in the Autocare sector within Roysambu Sub County. The sample population for the study was selected using Stratified random sampling technique while purposeful sampling method was used to select 30 percent of the target population in each stratum. Structured questionnaires were used to collect quantitative data from the respondents through drop and pick method after the research instruments was pre-tested for their reliability and validity. The data that had been collected was later analyzed using Advanced Excel. The results of the study showed a positive and significant correlation between inspirational motivation and organizational growth and that 90.4 percent of the growth of Autocare SMEs in Roysambu Sub-County was as a result of inspirational motivation.

KEYWORDS: Inspirational Motivation; Organizational Growth; Autocare SMEs; Small and Medium Enterprises; Transformational Leadership; SMEs; Roysambu Sub-County

INTRODUCTION

Organizational growth has for many years continued to present a real challenge to organizational leaders. For instance, in a study that was done in Spanish organizations to establish the role of inspirational motivation on employee engagement, Hasija et al (2019) explained how organizations operating in the current business environment have been facing growth challenges as a result of such factors as financial instability, competition, retaining and motivating the human assets. In another study that was done in Uganda to determine the efficacy of inspirational motivation on the performance of public health workers in mid-north of Uganda, Komakech et al (2021) pointed out to the existence of an economic crisis both in the developed as well as in developing countries and that has negatively affected the performance of organizations. In their study done in Kenya on the effect of idealized influence and inspirational motivation on staff performance in State Owned Enterprises in Kenya, Ngaithe et al (2016) highlighted how State owned enterprises have failed to achieve their performance obligations.

This study on the effect of inspirational motivation on the growth of Autocare SMEs in Roysambu Sub-County in Nairobi, Kenya has two variables; inspirational motivation as the independent variable and organizational growth as the dependent variable. Inspirational motivation was measured using the elements of motivation, clear vision, and effective communication. On the other hand, growth of Autocare SMEs was determined using the elements of open system, organizational learning, high performance work practices, and stakeholder satisfaction. The context of the study was Autocare SMEs operating within Roysambu Sub-County of Nairobi County in Kenya.

Leadership is the ability of a leader to influence followers towards the achievement of a specific target (Northouse, 2018). Since the advent of leadership studies, researchers have been able to discover various leadership styles including transformational leadership which is measured using idealized influence, individualized consideration, intellectual stimulation, and individualized consideration (Northouse, 2018). According to Salas-Vallina and Fernandez (2017), inspirational motivation is characterized by leaders who galvanize followers to take an active role in the achievement of organizational vision besides empowering their followers and setting challenging goals. Additionally, inspirational leaders are risk takers and facilitate members' participation in

organizational activities. As Komakech et al (2021) posited, inspirational motivation entails how leaders articulate their organizational visions for the purpose of stimulating and motivating their followers to reach the desired goals. Further, inspirational motivation can be explained by both effective and communicative styles of leadership aimed at inspiring and motivating employees for a shared vision (Ngaithe et al, 2016). From the foregoing discussion, it can be concluded that inspirational motivation concerns itself with leaders who inspire and encourage their followers to go beyond the call of duty as they pursue the achievement of organizational goals.

While elaborating on organizational sustainability which is related to organizational growth, Ul-Hosna et al (2021) explained it as a situation where leaders and top management gives priority to the wellbeing of their employees in order for them to produce the desired results. In a previous study, Agboola (2022) explained the right attitude, initiative, ability to recognize opportunities, and the self-confidence to face risks in the process of becoming an asset to an organization as some of employees' factors that contributes to organizational growth and sustainability. Further and as Kariuki (2021) posited, the conceptualization of organizational performance that consequently results in organizational growth has been conceptualized as going beyond financial and operational performance to include other aspects such as corporate social responsibility. Additionally, organizational growth can be affected by such factors as disruptions by Covid-19 pandemic, hard economic times and changing technology. Organizational growth entails the progression of an organization from one level of performance to another in pursuit of its set goals.

LITERATURE REVIEW

Inspirational motivation refers to the notch at which the leader speak clearly a vision that is appealing and inspiring to followers (Bass, 1988). Organizational leaders espousing IM sets a high bar for employee performance and also offer plenty of training, recognition and support to achieve those goals (McShane & Glinow, 2018). They also engage their employees and involve them in decision making. This motivates them and makes them develop a sense of belonging in the organization. Motivated employees are always willing to go the extra mile while at the same time aligning with the organizational goals. Inspirational leaders inspire and motivate their employees to stick to the vision and to the organizational objectives in spite of all challenges. They value their employees and appreciate each and every contribution they make in the organization. With this in perspective employees will be willing to reciprocate; work an extra mile having known that their leaders have their best interest at heart. Organizations with such motivated employees experience growth as they register higher organizational growth (Northouse, 2016).

Taking Jesus Christ as an example of a transformational leader, his death on the cross inspired and still inspires his followers. To date, this drives Christians to follow him. This gives them a strong sense of purpose and motivate them the more. As a matter of fact, Christian are willing to put more effort in their faith and are encouraged that not even death can separate them from the love of Christ (Rom 8:35). Similarly, this can be transferred to transformational leaders in organizations. The IM aspect is therefore anchored on motivation, effective communication, clear vision and confidence. All these aspects bring about organizational growth as employee performance improve.

Previous studies that had been done in the past linking inspirational motivation with other variables of organizational growth have posted mixed results. In a study that was done to discover the role of both idealized influenced and inspirational motivation on employees' job satisfaction in Haripur, Sahibzada et al (2016) discovered an existence of a positive and significant relationship between the variables of the study. Salas-Vallina and Fernandez (2017) conducted as study with the aim of determining the moderating role of happiness at work on the relationship between inspirational motivation and decision making in Spain. The results of the study indicated that, indeed, once motivated by their leaders, happy employees were able to make decisions that were beneficial to their organization. Hasija et al (2019) had their study carried out in Spain to discover the role that inspirational motivation played on employee engagement. The study's results showed an existence of a ppositive and significant relationship between the two variables and that inspirational motivation contributed to both the employees' and the organizations' growth.

In Africa, Gyansah et al (2020) did a study on the effect of School Heads' inspirational motivation leadership practices on students' academic achievement in public high schools Kumasi Metropolitan in Ghana. The findings of the study showed that, when head teachers practiced inspirational motivation, this in turn contributed to improved academic performance of students. Komakech e al (2021) carried out an empirical study in Uganda for the purpose of discovering the relationship that existed between efficacy of inspirational motivation and the performance of public health workers in mid-north Uganda with the results of the study showing an existence of a positive ad significant relationship between the two variables selected for the study. Almintisir et al (2013) had a study conducted in Libya to establish the role of transformational leadership style in motivating public sector employees in Libya. The findings showed inspirational motivation to have a moderate positive effect on the motivation of public employees. In this

study, inspirational motivation contributed to 6.4 percent of the variation of employee motivation as compared to intellectual stimulation that accounted for 66.4 percent of same variation.

Ngaithe et al (2016) had an empirical study conducted in Kenya to ascertain the effect of idealized influence and inspirational motivation on staff performance of State Owned Enterprises in Kenya. On conducting a multiple linear regression analysis, the findings of the study showed that, inspirational motivated was positively and significantly related to staff performance and that inspirational motivation accounted for 7.3 percent of the performance in the organizations sampled for the study. In another study, Nyokabi et al (2017) had a study done to establish the effect of idealized influence and inspirational motivation of Chief Executive Officer on the performance of the Private Sector in Kenya. The findings of the study showed that, indeed, inspirational motivation had a positive and significant relationship with the performance of public sector in Kenya by contributing to 56.4 percent of the performance. Kariuki (2021) did a desktop research study with the aim of establishing the effect of idealized influence and inspirational motivation in a microfinance context. The results of the extensive literature review showed inspirational motivation to have a significant and positive relationship with the performance of the microfinance organizations where the study was done. From the literature carried from the global, regional, and local contexts, it can be deducted that inspirational motivation has a positive and significant effect in organizational growth.

METHODOLOGY

This research used a post-positivist philosophical worldview with cross-sectional descriptive research design being chosen to guide the study (Creswell & Creswell, 2018). The study's target population comprised of all the 276 employees from 30 SMEs dealing with Autocare in Roysambu Sub-County in Kenya that the researcher deemed to be fit for the study. This research used both stratified random sampling and purposeful sampling techniques to select 84 respondents to be included in the study. The sample population was 30 percent of the total population (Creswell & through drop and pick method (Cooper & Schindler, 2014). This research used the computer software advanced Excel and SPSS V26 which helped in coding and analyzing data as well as generating both inferential and descriptive statistics (Creswell & Creswell, 2018).

RESULTS

A total of 84 questionnaires were distributed to the respondents by the researcher. Out of this, 80 questionnaires were filled and returned. Ten (10) out of the 80 returned questionnaires were not filled correctly and as a result they were not included in the final analysis. Accordingly, 70 questionnaires were correctly filled up and therefore were used for analysis indicating a response rate of 83.3 percent. The high response rate shows the degree of the research relevance to the sampled respondents. This was attributed to the fact that the researcher and with the help of assistants distributed and engaged with the respondents' on one on one basis. The cordial and supportive relationship with the employers and allowing their employees to participate in the study helped a great deal. Curtin (2000) suggests that, receiving a high response rate (>80 percent) from a small, random sample is well thought-out as compared to a low response rate from a large sample. The research further noted that receiving a higher response rate is preferable when the study has undergone pilot testing thus is an important element in attesting the statistical significance of the responses. As such, the response rate was considered significant to enable generalization of the results of the research to the target population.

Respondents' Profile

Respondents' profile constituted key data of the employees who took part in the study process depending on the relevance of the information that was required. Further, this section sought to find out the distribution of the respondents with regards to their gender, age bracket, education level, and working experience. The intention was to deduce any tendency from the respondents' profile that was directly related to the variables of the research. The results of the respondents' profiles is presented below (Figures 1-4).

Distribution of Respondents by Gender

Figure 1.1 displays the distribution of the respondents by gender. The figure indicates that most of the employees in Autocare businesses within Roysambu Sub-County in Nairobi were male (56 percent) while female were 44 percent. Nevertheless the difference between genders is small and the researcher ascribed this to the lack of job opportunity and economy crisis that Kenyans are undergoing through. As a result, Kenyans are competing and not choosing for jobs and that, they are ready to take any job regardless of their gender. Again and as it might be expected, the Autocare sector has for a long time been associated with the male gender.

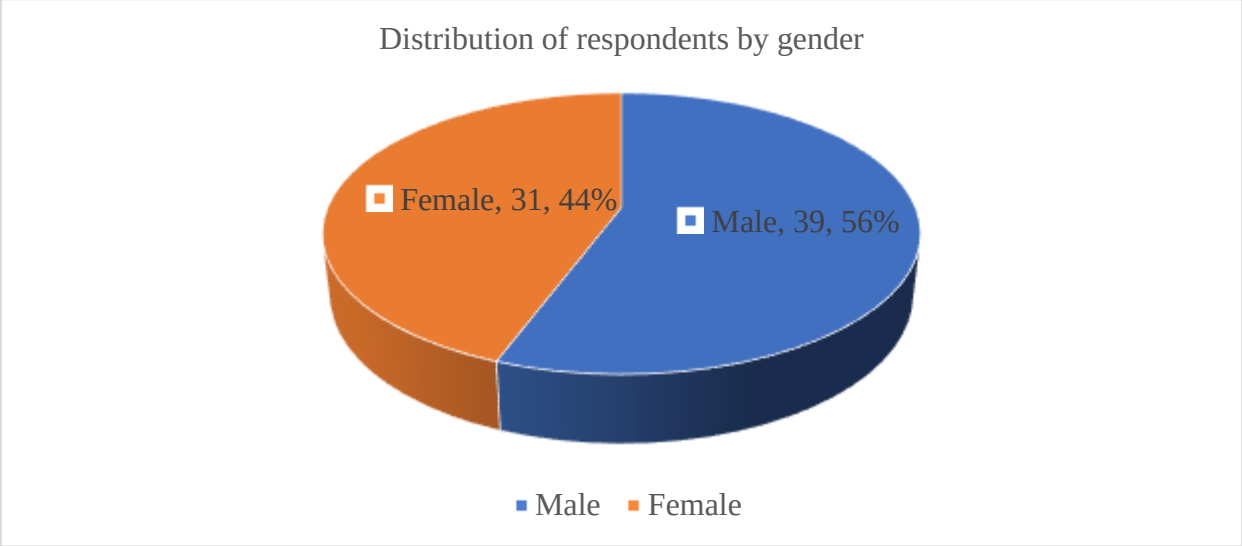


Figure 1.1: Respondents by Gender
(Source: Researcher 2022)

Distribution of Respondents by Age Group

The distribution of the respondents as pertains to their age is displayed in figure 1.2. The figure indicates that most of employees in the SMEs dealing with Autocare services were of the age group of 15 – 25 years (43 percent) while the least age group was above 45 years (7 percent). This was attributed to the absorption of younger employees probably due to the fact that they are energetic and that this industry can accommodate a lot of young people regardless of their age. Further, the infiltration of young people into this sector may indicate the degree to which unemployment has hit the Country.

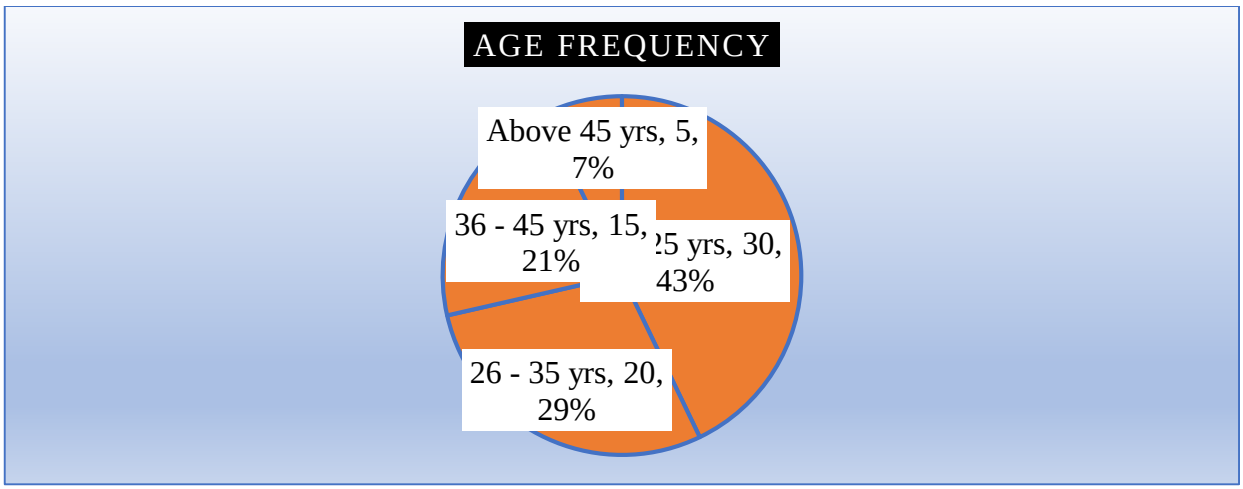


Figure 1.2: Distribution of Respondents by Age
(Source: Researcher 2022)

Distribution of Respondents by the Achieved Educational Level

Figure 1.3 shows the distribution of the respondents according to their educational levels. The results show that 46 percent of the respondents attained secondary level of education and 41 percent attained tertiary level of education. This may be attributed to the nature of majority of activities in the Autocare SMEs in Kenya which do not require very high level of education. Further, only 13 percent of the respondents had a university education indicating higher rate of unemployment to a point that even with a degree you can find yourself in a carwash washing cars in Kenya. However, the results suggested that the sampled respondents were likely to be in a position to understand and engage with the subject matter about transformational leadership and organizational growth. This made them appropriate sample for the study.

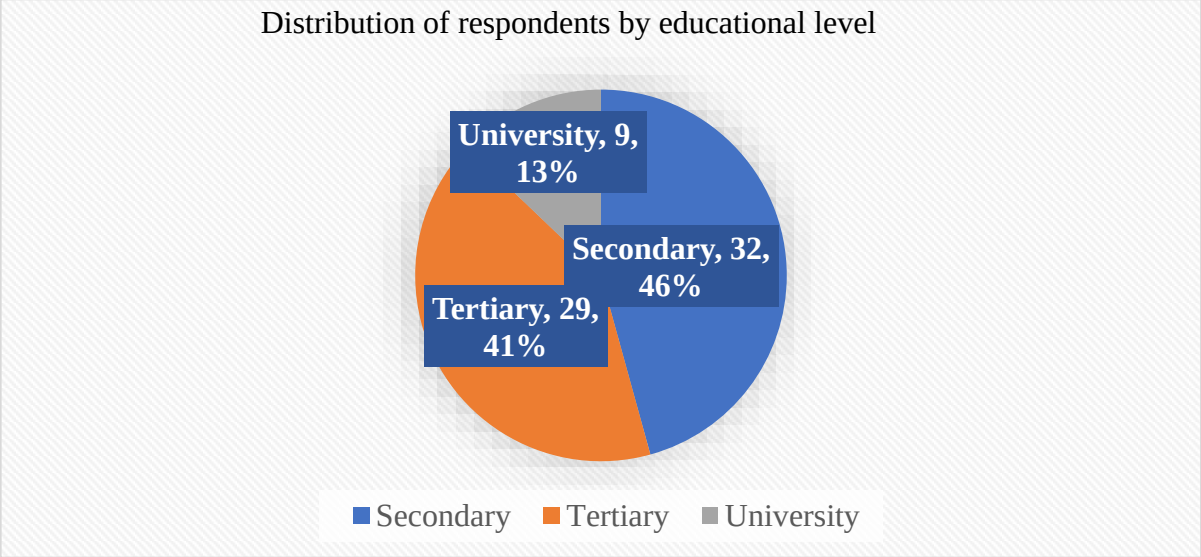


Figure 1.3: Distribution of Respondents by Educational Level
(Source: Researcher 2022)

Working Experience of the Respondents

Working experience of the respondent was displayed in figure 1.4. According to the results, majority of the respondents (46%) had worked for less than one (1) years, 29% had worked for between one (1) and three (3) years, more than 3 and less five (5) years of experience while only 11% had more than five (5) year working experience. This can be attributed to the fact that most private sector institutions have employees on short-term contracts in an attempt to minimize human resource costs, maximize productivity, and to enhance organization growth. They struggle to sustain their staff for long (ICT, 2019).

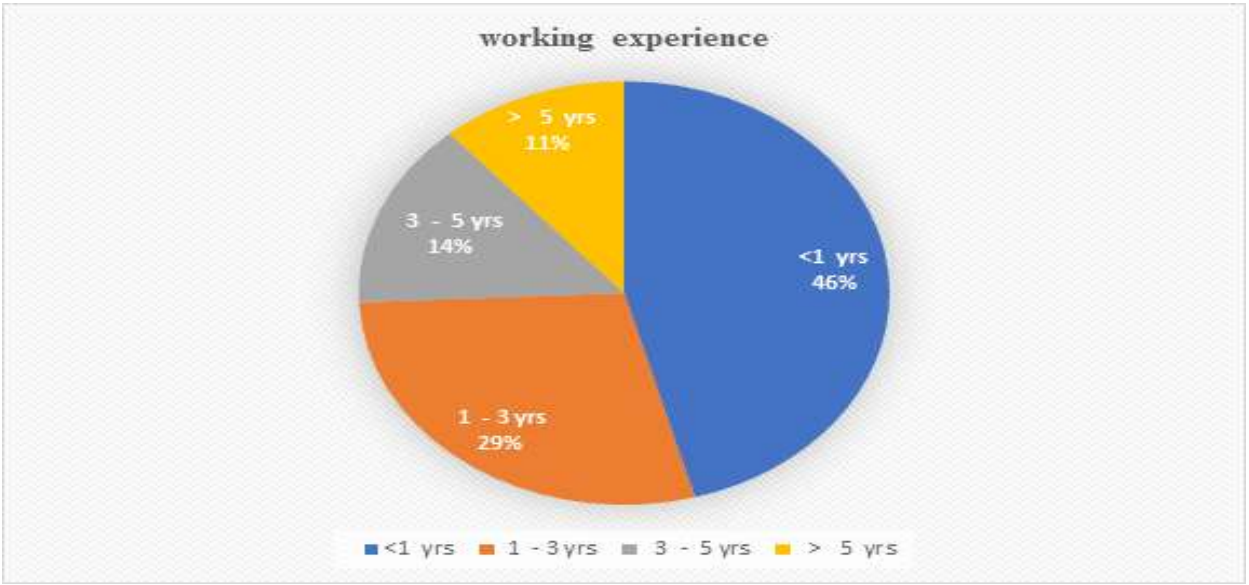


Figure 1.4: Distribution of Respondents based on Work Experience
(Source: Researcher 2022)

Result of Descriptive Statistics

The aim of descriptive statistics was to enable the researcher to analyze and come up with key findings from which predictions and conclusions would be drawn. The flowing section provided a description of the findings of the descriptive statistics of inspirational motivation. The researcher summarized the descriptive results in the order of study questionnaire.

Table 1.1: Descriptive Statistics on Inspirational Motivation

Declaration	SA 5	A 4	N 3	D 2	SD 1
They show confidence that goals can be accomplished and stir each other for involvement	29	31	2	5	3
	41.4%	44.3%	2.9%	7.1%	4.3%
They effectively communicate with the employees and effectively listen to their contribution and needs.	25	29	5	6	5
	35.71%	41.43%	7.14%	8.57%	7.14%
They inspire and motivate their employees to do their very best.	30	32	3	3	2
	42.86%	45.71%	4.29%	4.29%	2.86%
They articulate a convincing vision of the organization and assist employees to plug in.	25	28	8	5	4
	35.71%	40.00%	11.43%	7.14%	5.71%
They emphasis on the significance of having a cooperate mission and inspire the employees to participate in achieving it.	23	20	5	12	10
	32.86%	28.57%	7.14%	17.14%	14.29%
They inspires employees and in so doing they instill values and encouragement.	22	33	3	8	4
	31.43%	47.14%	4.29%	11.43%	5.71%

(Source: Researcher, 2022)

The data collected and analyzed on inspirational motivation in regards to six characteristics that were suggested had above 77 percent of the respondents agreeing with the statements presented to them (Table 1:1). Most of the respondents agreed that leadership in the SMEs inspired and motivated their employees to do their very best. As such, they inspired their employees and in so doing they instilled values and encouragement to them. In particular, forty percent of the respondents felt that their organization's leadership were in a position to articulate convincing vision and assist employees to plug in while 11.4 percent were uncertain of the same. Some 7.1 percent and 5.7 percent respectively disagreed and strongly disagreed with the statements that had been presented to them. According to these statistics, it was clear that SMEs' leadership can uphold and embrace inspirational motivation attribute for their organizational growth.

Table 1.2: Inspirational Motivation on Organizational Growth

Declaration	N	Minimum	Maximum	Sum	Mean	Std. Deviation
They show confidence that goals can be accomplished and stir each other for involvement	70	1	5	288	4.114	1.057
They effectively communicate with the employees and effectively listen to their contribution and needs.	70	1	5	273	3.900	1.194
They inspire and motivate their employees to do their very best.	70	1	5	295	4.214	0.931
They articulate a convincing vision of the organization and assist employees to plug in.	70	1	5	275	3.929	1.133
They emphasis on the significance of having a cooperate mission and inspire the employees to participate in achieving it.	70	1	5	244	3.486	1.462

They inspire employees and in so doing they instill values and encouragement.	70	1	5	271	3.871	1.154
Average	70	1	5	274	3.919	1.155

(Source: Researcher, 2022)

Summarizing the findings by the mean of the study as shown in Table 1.2 above revealed that, Autocare SMEs in Roysambu do inspire and motivate their employees to do their very best (mean = 4.214). They also show confidence that goals can be accomplished and stir each other for involvement (mean = 4.114), articulate a convincing vision of the organization and assist employees to plug in (mean = 3.929), effectively communicate with the employees and effectively listen to their contribution and needs (mean = 3.900), and inspire employees and in so doing, instill values and encouragement (mean = 3.871). Respondents were neutral on whether these organizations emphasis on the significance of having a cooperate mission and inspire the employees to participate in achieving it (mean = 3.486).

Inferential Statistics

The objective of this study was to determine the influence of inspirational motivation on organizational growth of autocare SMEs in Roysambu Sub County, Kenya. In order to achieve this objective, inferential statistics which included the coefficient of determination (R-Square), analysis of variance (ANOVA) and regression coefficients were carried out on the two variables of the study as shown in Table 1.3 below.

Table 1.3: R-Square for the Influence of Inspirational Motivation on Organizational Growth

R	R-Square	Adjusted R-Square	Std. Error of the Estimate
.951[a]	0.904	0.902	0.400

Results of the regression analysis showed a strong R-Square (0.904) with the standard error of estimate being 0.400. This implies that the model of the relationship between inspirational motivation on organizational growth was suitable since inspirational motivation explain variation in the organizational growth of autocare SMEs in Roysambu Sub County, Kenya up to 90.4%. These findings agree with a previous study results by Almintisir et al (2013) done in Libya to establish the role of transformational leadership style in motivating public sector employees. The findings showed inspirational motivation to have had a moderate positive effect on the motivation of public employees. In this study, inspirational motivation contributed to 6.4 percent of the variation of employee motivation as compared to intellectual stimulation that accounted for 66.4 percent of same variation.

Table 1.4: ANOVA for the Influence of Inspirational Motivation on Organizational Growth

	Sum of Squares	df	Mean Square	F	Sig.
Regression	102.214	1	102.214	638.008	.000[b]
Residual	10.894	68	0.160		
Total	113.108	69			

From the results, F-Calculated (1, 68) =638.008 and this was greater than F-Critical (1, 68) = 3.982 at 5% significant level (2-tailed test). P-Value = 0.000 < 0.05 was also significant. This shows that the model of inspirational motivation and organizational growth could be confidently be applied in Autocare SMEs in Roysambu Sub-County to bring transformation in the sector.

Table 1.5: Coefficients for the Influence of Inspirational Motivation on Organizational Growth

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.881	0.177		-4.985	0.000
Inspirational Motivation	1.096	0.043	0.951	25.259	0.000

When the inspirational motivation was held constant, organizational growth was -0.881. At the same time, an increase in inspirational motivation by one unit would lead to a positive organizational growth of autocare SMEs by 1.096 units with a p-Value of 0.000<0.05. Thus, as inspirational motivation is enhanced by Autocare SMEs in Roysambu Sub-County, these organizations will experience more growth. The model $Y= \beta_0 + \beta_3X_3 + e$ can therefore be estimated as:

$Y= -0.881 + 1.096X_3$

Where:

Y is the organizational growth,

X_3 is the inspirational motivation.

SUMMARY AND CONCLUSIONS

This objective of this study was to establish the effect of inspirational motivation on the growth of Autocare SMEs in Roysambu Sub-County in Nairobi, Kenya. The results of the study showed a strong R-Square (0.904) which indicated a positive and significant relationship between inspirational motivation and organizational growth of Autocare SMEs in Roysambu Sub County in Kenya. Further, the findings showed that the model on the relationship between inspirational motivation and organizational growth was suitable since inspirational motivation explains variation in the organizational growth Kenya up to 90.4 percent. F-Calculated (1, 68) =638.008 at 5 percent significant level (2-tailed test) showed that inspirational motivation had a significant role on organizational growth of autocare SMEs. This therefore shows the need for transformational leaders who practice inspirational motivation in terms of being a source of inspiration to their followers besides clearly communicating the vision and mission of their organizations.

For any organization to register a positive growth, this study has indicated that their leaders should employ inspirational motivation and set a high bar for employee performance besides offering plenty of training, recognition, and support to achieve those goals (McShane & Glinow, 2018). Additionally, organizational leaders should engage their employees and involve them in their decision making processes. This motivates them and makes them develop a sense of belonging in the organization. Motivated employees are always willing to work an extra mile while at the same time aligning with the organizational goals. Inspirational leaders inspire and motivate their employees to stick to the vision and to the organizational objectives in spite or despite of all challenges. They value their employees and appreciate each and every contribution they make in the organization. With this in perspective, employees will be willing to reciprocate by working an extra mile having known that their transformational leaders have their best interest at heart.

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