

The Role of Idealized Influence on Organizational Growth of Autocare SMEs in Roysambu Sub County in Nairobi, Kenya

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ABSTRACT: Growth is one of the major challenges facing organizations operating in the contemporary turbulent business environment characterized by constant change with the leadership style that is applied in an organization continuing to play a major role in such growth. Although there are various leadership styles in existence, this study had its focus on the role of idealized influence on the organizational growth of Autocare Small and Medium Enterprises (SMEs) in Roysambu Sub-County in Nairobi, Kenya. The study adopted a post-positivist philosophical approach with descriptive being selected as the research design for the study. The target population was 30 SMEs dealing with Autocare in Roysambu Sub County. Stratified random sampling technique was applied to select the sample population for the study. Within each stratum, purposeful sampling method was used to choose 30 percent of the target population. Data was collected using a structured questionnaire which was pre-tested to ascertain its reliability and validity before they were administered to the respondents through drop and pick method. Data was analyzed using Advanced Excel with the results indicated a positive and significant relationship between the two variables and that, idealized influenced contributed to 93.1 percent of growth in Autocare SMEs in the context where the study was done.

KEYWORDS: Idealized Influence, Organizational Growth, Leadership Style, Small and Medium Enterprises (SMEs), Autocare SMEs

INTRODUCTION

Organizational growth is one of the major challenges facing contemporary organizations operating at the global, regional, and local levels. For example, the results of a study that was done in Malaysia to review the relationship that existed between idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration on sustainable employee motivation, Hosna et al (2021) found both sustainable employee performance and organizations' sustainability as two areas of great concern of leaders. In another study done in Tanzania with the aim of establishing the determinants of bank's profitability in a developing economy basing the study on empirical evidence, Ally (2014) explained how banks were facing challenges that ranged from financial scandals, bankruptcies, poor corporate practices, weak leadership systems, and pressure from major stakeholders. According to an Insurance Regulatory Authority (2017) report, some of the problems that insurance companies in Kenya faced were low insurance penetration in the areas of market share and product diversification. From the foregoing discussion, it is evident that organizations are facing a myriad of growth challenges that need to be addressed with the right leadership style.

This study on the effect of idealized influence on the growth of Autocare SMEs in Roysambu Sub-County in Nairobi, Kenya had two variables; idealized influence as the independent variable and organizational growth of Autocare SMEs as the dependent variable. Idealized influence was measured using trust, respect, and integrity. 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.

According to Northouse (2018), leadership is the ability of a leader to influence followers towards the achievement of a specific target. As Northouse (2018) further asserts, there are various leadership styles that researcher have been able to discover in the past including transformational leadership which has been conceptualized using the elements of idealized influence, individualized consideration, intellectual stimulation, and individualized consideration. This study had its focus on idealized influence and organizational growth of Autocare SMEs in Roysambu Sub-County in Nairobi, Kenya. According to Mi et al (2019), idealized influence as the charismatic aspect of a transformational leader that makes followers to trust, respect, besides making them want to follow their leader. On their part, Adiola et al (2022) defined idealized influence as a leadership style in which a leader inspires confidence in followers so that they are able to defend on him or her. Further, the leader is able inculcate a sense of inspiration

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and a feeling of purpose to the followers. As Chebon et al (2019) posited, idealized influence refers to the behaviors of a transformational leader that enables followers to trust, admire, respect, and desire to emulate the leader. It therefore follows that, transformational leaders who possess the aspect of idealized influence are able to act as role models that inspires their followers to act like them in an organizational setting.

On organizational growth, Verma and Kumar (2021) admits that defining it has been a challenge to researchers due to its multifaceted nature. However and despite this challenge, they define it as a growth in an organization that results from the combination of organizational capital, expertise, and procedures. Further, organizational growth is a change in a firm's revenue and assets; it is the change in the size of an organization when it measured in terms of the size of the organizational workforce or employment. According to Udom et al (2022), organizational growth can be determined by factors such as positive religious as well as cultural values, a self-confident workforce who are highly educated, and financially stable. On their part, Kasamani et al (2021) wrote that organizational growth of a University can be measured using such elements as infrastructural facilities, increment in students' enrolment that results in increased revenue generation. Organizational growth occurs when there is a positive trajectory towards the achievement of its stated goals and objectives.

LITERATURE REVIEW

Idealized influence comprises behaviors that inculcate pride in followers for being connected with the charismatic leader. This transformational leader acts as a role model for their employees in every way. And as Avolio (2016) alluded, such leaders have a high degree of ethical behavior, infuse pride, attract respect and trust from their followers. The fundamental basis of this influence is trust which build up respect. Organizational leaders who have established idealized influence are respected and trusted by their workforces to come up with good and informed decisions (Avolio, 2018). These decisions are not only good and beneficial to the organization but they are also viable and good to the team and for the individuals as well. This makes employees to develop a desire and willingness to follow and put up with their leaders, back up their organizational vision, and internalize their ideals. With this trust, employees develop a common unifying factor, good work cohesion, stick together, and work towards realizing the organizational goals which translates to higher organizational performance (McShane & Glinow, 2018). The fundamental basis of this idealized influence is trust which builds up respect, confidence and integrity.

Jesus Christ as a role model for transformational leadership influence as evidenced by how he mobilized his followers for the advancement of the kingdom of God (1 John 3:8; Roman 14:17). He instilled high ethical values, developed and changed his disciples who in return mobilized the whole world and as a result we have Christians today (Matthew 28:16-20). Similarly, transformational leaders in organizations can replicate Jesus Christ and pass the same transformation syndrome to stakeholders and in particular employees in organizations. Transformational leaders in their organizations can teach and influence the principles of their organizational culture, model their vision and inspire many towards the organizational strategic objectives (Avolio, 2016).

In a study that was done in Australia to determine the relationship between idealized influence and organizational commitment of employees in two different contexts, the results of the study showed that, indeed, there existed a positive and significant relationship between the two variables (Afshari, 2021). In this study, data was collected from 189 members of two manufacturing companies that were situated in Australia and Iran respectively. The response rate for this study was 56.7 percent of the total target population. The data that had been collected was analyzed using Structural Equation Modelling for the purpose of testing the hypotheses that had been formulated. Hosna et al (2021) carried out a systematic literature review with the aim of establishing the relationship that existed between the four components of transformational leadership and sustainable employee commitment in Malaysia. The results of this study proved that idealized influence contributed positively to the commitment of employees in organizations. Further, Haseeb et al (2021) carried out a study in Pakistan to ascertain the correlation between the four elements of transformational leadership on service sector employees' performance. The results of the study showed that both idealized influence and individualized consideration had a positive and statistically correlation with employee performance while on the contrary, intellectual stimulation and inspirational motivation were not positively correlated with employee performance.

In the African Continent, Adiola et al (2022) did a desktop research study in Nigeria for the purpose of establishing the correlation that existed between leadership skills and organizational productivity. The results proved that, indeed, aspects of leadership such as motivation, commitment, and innovation/creativity were positively and significantly correlated to organizational productivity. Again, Ohunakin et al (2019) did a study in Nigeria to understand the role of transformational leadership and job satisfaction on employee retention in the Nigerian hospitality industry. The results of this study showed a positive and significant relationship of the four elements of transformational leadership and job satisfaction and inversely affected turnover intentions. On the contrary,

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idealized influence and individualized consideration enhanced life satisfaction while inspirational motivation and intellectual stimulation had no effect on life satisfaction. Almintisir et al (2013) did a study for the purpose of establishing the role of transformational leadership in motivating public sector employees in Libya. The findings of the study showed idealized influence to have no significant effect on employee motivation as opposed to the other elements of transformational leadership that were found to have significant and positive effect on employee motivation but at different levels.

Locally in Kenya, Langat et al (2019) conducted an empirical research study to discover the effect of idealized influence on employee job performance in the insurance industry in Kenya. The study was anchored on positivism research philosophy while correlational research design was adopted for the study. On analyzing the data that had been collected using questionnaires, the results indicated an existence of a positive and significant association between idealized influence and employee job satisfaction in the organizations where the study had been conducted. Yet in another study that was done to determine the effect of inspirational motivation and idealized influence on employee performance at the Moi Teaching and Referral Hospital in Eldoret using descriptive research design, Chebon et al (2019) found idealized influence to have a positive impact on employee performance. Okoth et al (2021) did a study to understand the role that idealized influence played in the implementation of Human Resource Management Policies at the Kakamega County Government in Kenya. The results of the study showed an existence of a positive and significant relationship between the study variables. It can therefore be concluded from the previous studies that had been reviewed from the global, regional, and local perspectives that they had posted mixed results. Some had found a positive relationship between idealized influence and aspects of organizational growth while others had found a negative association.

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 & Creswell, 2018). Data was collected from respondents by use of self-administered questionnaires 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

Response Rate

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%. 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%) from a small, random sample is well thought-out 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 the key data about the employees who took part in the study process depending on the relevance of the information required. 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 respondent's profile that was directly related to the variables of the research.

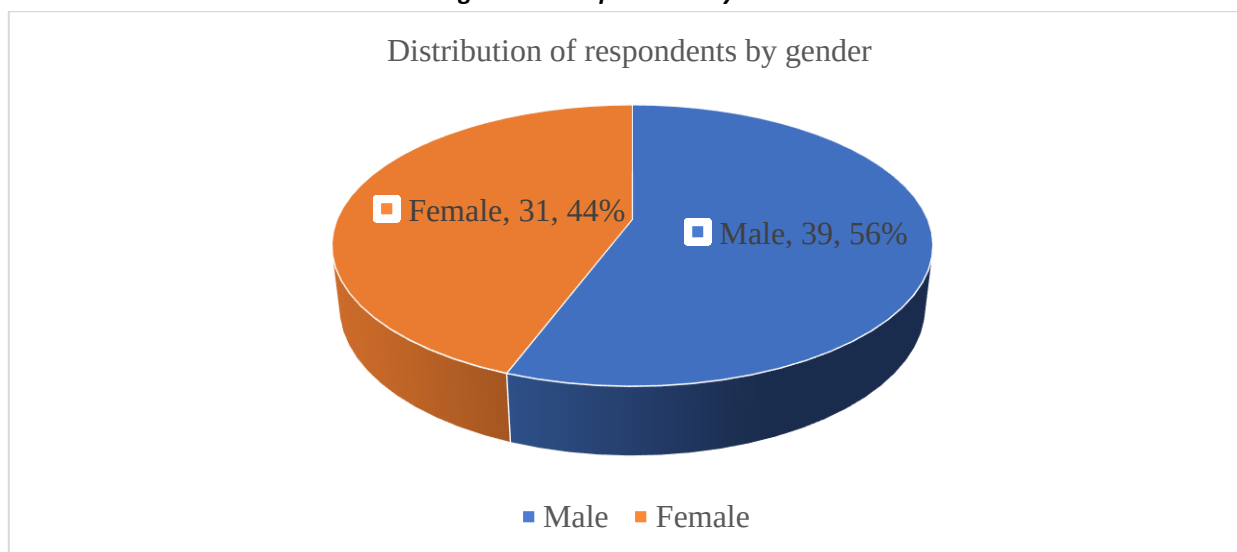
Distribution of Respondents by Gender

Figure 4.1 displays the distribution of the respondents by gender. The figure indicates that most of the employees 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

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choosing for jobs and 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 4.1: Respondents by Gender

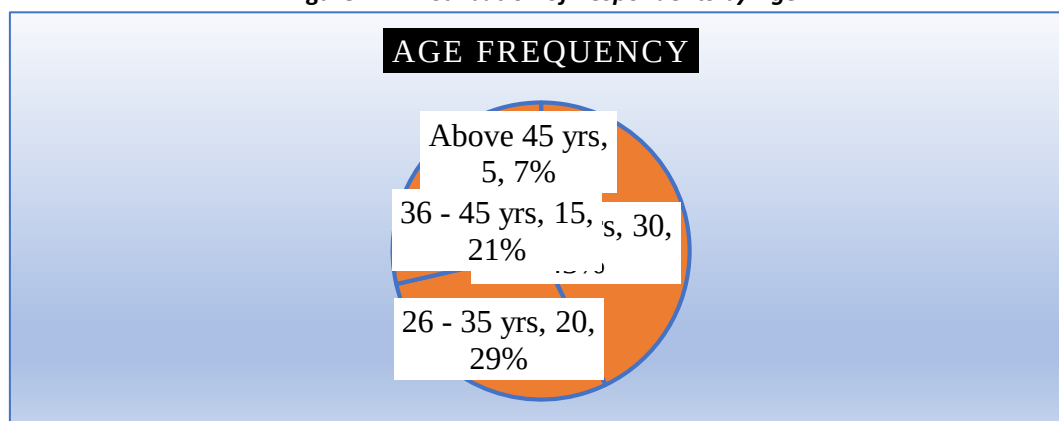


(Source: Researcher 2022)

Distribution of Respondents by Age Group

The distribution of the respondents as pertains to their age is displayed in figure 4.2. 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 4.2: Distribution of Respondents by Age

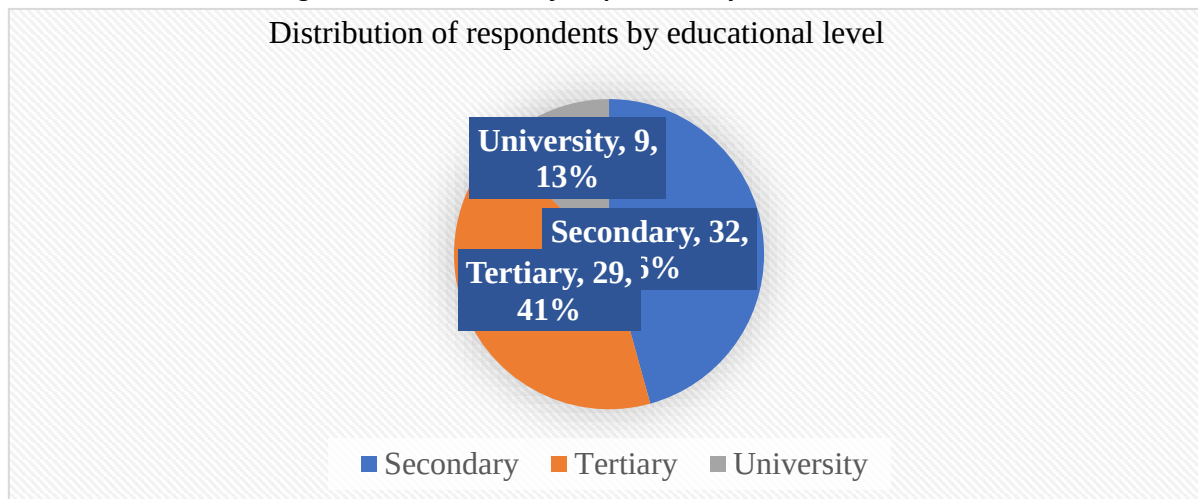


(Source: Researcher 2022)

Distribution of Respondents by the Achieved Educational Level

Figure 4.3 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 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 4.3: Distribution of Respondents by Educational Level

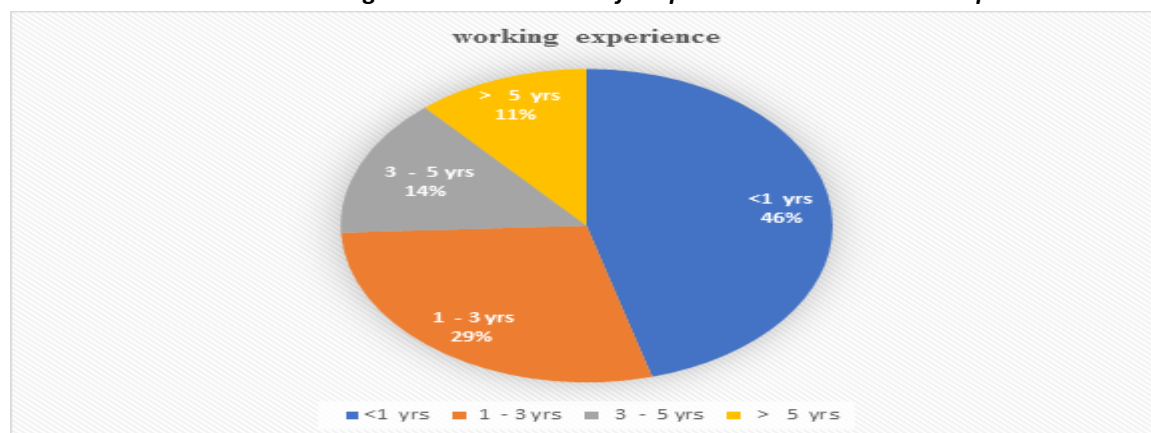


(Source: Researcher 2022)

Working Experience of the Respondents

Working experience of the respondent was displayed in figure 4.4. 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 4.4: Distribution of Respondents based on Work Experience



(Source: Researcher 2022)

Result of Descriptive Statistics

The section provides a description of the findings of the study. The researcher summarized the descriptive results in the order of study questionnaire. 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.

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

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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.

According to this study idealized influence and organizational growth had a high positivity rate of 62.1 percent. It was noted that out of the six attributes tested, five of them had more than 61 percent of the respondents proposed agreeing with the idealized influence characteristics. These results are in agreement with other previous research studies that had found a positive and significant relationship between idealized influence and organizational growth in different sectors (Afshari, 2021; Ohunakin et al, 2019; Okoth et al, 2021). Most of the respondents felt that their leadership displays a lot of courage and charismatic character which attracts respect and offer ample trust to their employees.

However, 52.9 percent of the respondents failed to agree on whether their leadership was accountable to their actions. The respondents felt that their leadership failed to go beyond their self-interest for the good of their employees as they even do not listen to them. They were for the opinion that very few leaders in their scope of work would be willing to sacrifice their own gain for the sake of their employees and organizational growth. These results do agree with some of the previous studies that had found a negative correlation between idealized influence and organizational growth (Haseeb et al, 2021).

Table 4.1: Descriptive Statistics on Idealized Influence

Declaration	SA 5	A 4	N 3	D 2	SD 1
They embrace integrity – they are morally upright and they walk the talk.	10 14.3%	13 18.6%	11 15.7%	25 35.7%	11 15.7%
They identify the importance of having close relationship with their employees as they work together.	18 25.7%	25 35.7%	15 21.4%	7 10.0%	5 7.1%
They share and model very important values and beliefs in the organizations.	28 40.0%	32 45.7%	5 7.1%	3 4.3%	2 2.9%
They are accountable to their actions. They go beyond self-interest for the good of their employees as they listen to them.	10 14.3%	15 21.4%	8 11.4%	27 38.6%	10 14.3%
They impart pride in their organizations and their employees are proud to associate with them.	27 38.6%	30 42.9%	4 5.7%	6 8.6%	3 4.3%
They behave in ways that attract respect and offer ample trust to their employees.	22 31.4%	31 44.3%	8 11.4%	5 7.1%	4 5.7%

(Source: Researcher, 2022)

In order to generate inferential statistics, responses were aggregated across all the six factors on idealized influence as well as those (four) constructs on technical staff turnover intention. This was achieved by computing the average score for every respondent and the output used as raw input data for generating inferential statistics which included the coefficient of determination (R-Square), analysis of variance (ANOVA) and regression coefficients.

Table 4.2: R-Square for the Role of Idealized Influence on Organizational Growth

R	R-Square	Adjusted R-Square	Std. Error of the Estimate
.965 ^a	0.931	0.930	0.339

(Source: Researcher, 2022)

The results of the regression analysis showed a strong R-Square (0.931) with the standard error of estimate being 0.339. This implies that the model on the relationship between idealized influences on organizational growth was suitable since idealized influence explain variation in the organizational growth of Autocare SMEs in Roysambu Sub County, Kenya up to 93.1 percent. These results are in agreement with previous studies that had found an existence of a positive and statistically significant relationship between idealized influence and organizational growth (Chebon et al (2019).

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Table 4.3: ANOVA for the Role of Idealized Influence on Organizational Growth

	Sum of Squares	df	Mean Square	F	Sig.
Regression	105.298	1	105.298	916.708	.000 ^b
Residual	7.811	68	0.115		
Total	113.108	69			

(Source: Researcher, 2022)

From the results, F-Calculated (1, 68) =916.708 and this was greater than F-Critical (1, 68) = 3.982 at 5 percent significant level (2-tailed test). P-Value = 0.000 < 0.05 was also significant. This shows that idealized influence has a significantly role on organizational growth of Autocare SMEs that are located at Roysambu Sub-c=County in Nairobi, Kenya (Langat et al, 2019).

Table 4.4: Coefficients for the Role of Idealized Influence on Organizational Growth

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.575	0.138		-4.172	0.000
Idealized Influence	1.123	0.037	0.965	30.277	0.000

(Source: Researcher, 2022)

When the idealized influence is held constant, organizational growth will be -0.575. At the same time, an increase in idealized influence by one unit would lead to a positive organizational growth of autocare SMEs by 1.123 units with a p-Value of 0.000<0.05. Thus, as idealized influence is enhanced by autocare SMEs in Roysambu Sub-County, these organizations are likely to experience more growth in tandem. The model $Y = \beta_0 + \beta_1 X_1 + e$ can therefore be estimated as:

$$Y = -0.575 + 1.123X_1$$

Where:

Y is the organizational growth, and

X_1 represents the idealized influence.

SUMMARY AND CONCLUSIONS

This objective of this study was to establish the effect of idealized influence on the growth of Autocare SMEs in Roysambu Sub-County in Nairobi, Kenya. The results of the study showed a strong R-Square (0.931) which implies that the model on the relationship between idealized influences on organizational growth was suitable since idealized influence explain variation in the organizational growth of autocare SMEs in Roysambu Sub County, Kenya up to 93.1 percent. F-Calculated (1, 68) =916.708 at 5 percent significant level (2-tailed test) shows that idealized influence has a significantly role on organizational growth of autocare SMEs. This therefore shows the need for transformational leaders who practice idealized influence in terms of being role models and portraying integrity when leading their followers for the businesses to prosper.

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