IMPACT OF CHARISMATIC LEADERSHIP STYLE ON EMPLOYEES' PERFORMANCE WITHIN COOPERATIVE BANK OF KENYA LIMITED

BY

TERRY NTINYARI NDURURU

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TERRY N. NDURURU

A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Master of Business Administration (MBA)

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University - Africa in Nairobi for academic credit.

Signed: __________________________ Date: __________________________

Terry N. Nduru (ID No: 637220)

This research project report has been presented for examination with my approval as the student supervisor.

Signed __________________________ Date __________________________

Dr. Caren Ouma

Signed __________________________ Date __________________________

Dean Chandaria School of Business
ABSTRACT

The purpose of this study was to determine the impact of charismatic leadership style on employees’ performance within Cooperative Bank of Kenya. The research questions included: To examine the effect of charismatic leadership on employee performance within Cooperative bank of Kenya. To examine the impact of rousing inspiration on employee performance within Cooperative bank of Kenya. To examine the impact of individualized thought on employee performance within Cooperative bank of Kenya.

The research adopted a descriptive research design in order to examine the situation as it currently exists. The target population for this research included 350 employees of Cooperative Bank. The purposive sampling technique was useful for this study. The data collection method used was through questionnaires. The data was analyzed using the Statistical Package for Social Sciences (SPSS) numerical variable program. The sampling frame consisted of top level administration, middle level administration and low level administration within Cooperative Bank of Kenya drawn from the human resource department. The research issued an aggregate of 97 questionnaire and only 92 were filled and returned giving a response rate of 94%.

The research demonstrated that the bank used accessible assets productively and workers were given input on their performance. Leaders in the organization give employees a motivating mission and vision, and they urge employees to be part of the in general hierarchical culture. Leaders who denoted rousing motivation indicated continued vivacity, were hopeful about the later and had high assumptions of employees which indeed affected the employee performance. Leaders in the organizations regard and praise singular commitment that each representative makes to the group, and give individual regard for individual workers. The research demonstrates that a Charismatic authority conduct is a praiseworthy or model for his adherents which empower and able for conquering the requirements for authoritative change.

The research concludes that pioneers in these organization impact employee performance by applying the charismatic leadership style. The pioneers give a motivating vision, bolster development and match representative capabilities with association objectives and goals. The pioneers go about as good examples towards fulfillment of hierarchical objectives and goals. The pioneers dispense with odds of contention by making workers
feel they are a piece of the arrangement and guarantee convenient goals of contention when it happens. Employees performance was achieved when leaders applied individualized thought by offering consideration to individual needs, upskill, and mentored and encouraged open communication with representatives. In connection to rousing inspiration the study presumes that, employees’ performance is influenced by rousing inspiration as it were. In conclusion, it is presumed that charismatic leadership impacts employee performance to a extremely extraordinary extent.

The study recommends that for employees to meet there objectives beyond expectations leaders of Cooperative Bank of Kenya need to practice charisma leadership, rousing inspiration and individualized thought to achieve high employees performance. The study suggests that the pioneers of the Cooperative Bank of Kenya ought to persistently rouse their representatives to improve their execution and empower the association accomplish its objectives and targets. Amid times when associations are experiencing hierarchical change, pioneers should reason to receive a charismatic authority style to guarantee that worker execution isn't influenced and representatives remain inspired.

Further, the investigation prescribes that line supervisors ought to care about close to home existence of representatives thus reassuring work-life balance, line directors what's more, representatives should mutually possess worker's improvement activities and staff ought to be furnished with aptitudes and instruments for progress just as empower sharing and cooperation by line supervisors.
ACKNOWLEDGEMENT

I thank the Almighty God for good health for giving me the strength I needed to be able to complete this research project. This would not be possible without him. Thank you God. I would like to acknowledge my supervisor Dr. Caren Ouma for the guidance and wise counsel during the development of this research project report. I would also like to acknowledge my loving parents Mr. & Mrs. Nduru and my sibling Linah Karambu for encouragement and direction and material needed for this research project and education as whole. May God reward you.
DEDICATION

I dedicate this project to my dear parents and sibling, for their encouragement while doing this research project and throughout the MBA course. Thank you.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

With the growing economies and production in the modern nations, there has been an increase in the number of financial institutions. Citizens have learned the importance of these financial institutions may it be for the purpose of saving or a source of loans for various reasons. The world has over 25000 banks that have been licensed and operating in all the contents (CBK, 2015). The United States, in particular, has over 7000 banks being a first world country with a fast-growing economy, there was a need to come up with institutions that would cover the millions of citizens. The banks are either privately or state-owned depending on the size and objectives of the organizations. Sometimes the policies of the countries determine the type of banks that can be started.

Africa as a continent has had many investments from the western nation because of the developments being made on the infrastructure and education systems. Aids and grants have led to the need for new financial institutions to cater to the increasing budgets and economies. Africa now has over 850 banks varying from commercial to investment and foreign banks. Kenya on its part has over 60 banks with the central bank being the largest bank in the country. There are 47 commercial banks and the cooperative bank has 145 branches in the country. A few branches exist outside Kenya but the local ones are well spread depending on the population and the needs of the locals (CBK, 2015). The bank has a lot of customers varying from small business owners to large corporate organizations.

Striving for performance excellence is a motive experienced by many global organizations as it helps achieve the projected competitiveness on a global scale. Effective leadership is key to achieving such excellence since the performance of any team is highly dependent on the type of leadership that the organization possesses. The quality of leadership brings about behaviors that can be admired and motivate the rest of the team or employees in the organization. Looking at gaps between employee performance and administration best practices helps organizations in building up an association for improving representative responsibility, work fulfillment, and at last,
authoritative execution through prescribed procedures and consistency in authority (Keiu, 2010).

Effective leadership helps an organization achieve the required results that in turn leads to higher production level and competitiveness. Among the many definitions given to the term, leadership is defined as the focus given to a particular group that helps induce compliance, influence proper behavior, initiate structure and form persuasion (Muenjohn & Armstrong, 2015). The concept has been altered over the years to suit the different levels of organizations and teams. Employee requirements have changed with time making the relationship between the employees and their leaders evolve with time too thus prompting leaders to take up new strategies and skills in order to deal with the same.

States that leadership is considered to be a process by which one may influence followers (García-Morales, Jiménez-Barrionuevo & Gutierrez, 2012). This is important since organization goals cannot be achieved without creating an environment or climate that will ultimately influence the behaviors, motivation, and attitudes of the employees. Leadership has been used in many avenues such as politics, social work, and businesses among others. Banks like any other institutions aim at achieving maximum profitability levels and receive a good reputation in the region and over. Members of a bank do a great job in bringing together resources that help grow the institution, however, this growth cannot be achieved if the managers who are also the leaders lack the appropriate leadership style. The type of style that the leader's show goes a long way since this is the same role they use to ensure customer satisfaction is achieved and the organization is at top performance.

Business environments undergo major transformations defending on different dynamics and the main one being a leadership style that is more democratic and displays less bureaucracy (Yukl, 2012). This goes a long way to ensure that the organization remains to be in peak performance and survives the market for a longer time. Dynamic environments require organizations with efficient leadership styles that will help them survive the competitiveness of the markets. This efficiency will be determined while conducting this study to see the leadership as seen in the banking sector.

Leadership encompasses all the levels in the company since every department has its own targets and values to uphold. The value of being a leader is the ability to intellectually and
morally work while visualizing the best way to direct the employees and the company in
general. Proper leadership and management help integrate and develop both individual
and group goals in the organization. Performance is viewed by leaders as an area that
requires a lot of attention since performance needs to be sustained and grown according to
the employees in the organization. Not forgetting the performance, leaders also promote
innovation and creativity in the organization and also the development of the
organization’s future. Employee performance is required to be at optimum and should be
rebuilt when prompted (Taghipour & Dejban, 2013).

Motivation is also important when ensuring that job performance is to be achieved. The
leader uses some basic psychological processes to achieve the required motivation in the
organization. As is seen in the case of Kenyan bank managers, motivation brings about a
certain feeling of satisfaction and more commitment among the employees and this comes
as a proof that money can be replaced as the only motivator. Leaders use many incentives
to bring the employees on board and act as their motivators to better their performances.

Over the years, organizational leadership styles have drawn focus not only from academia
but also from large industries and organizations. The history of organizational leadership
can be traced back to the beginning of the industrial revolution in the early 18th century.
According to Rita McGrath (2014) prior to this period, organizations were few and one
person was in charge of the whole operation. Organizational leadership styles were not
something to be considered at this time due to the lack of sophistication of these
industries (McGrath, 2014). The only organizations that had structure during the pre-
industrial period were the military and the church.

The other reason was the lack of context to draw from due to lack of experience running
organizations. The industrial revolution changed all this as researchers found it easier to
study and compare different organizations. In addition, as these early industries grew
bigger, leadership become a thing of concern in increasing productivity. Therefore, they
began investing in research on effective leadership styles. Scholars began developing
theories in organizational management. These scholars included Max Weber, Mary
Parker, and Elton Mayo among others. Most of these works borrowed a lot from other
mature fields as sociology, military, and anthropology. Furthermore, intellectuals began
having a direct involvement with the running of companies as the case of Alfred loan who directly challenges the leadership of General Motors in his book on Corporation.

1.2 Statement of the Problem

The management process in any organization is considered to be the most involving and the success rate is determined by the type of effective leadership that has been put in place (Mugenda & Mugenda, 2011). The human aspect which helps one to understand the importance of having people in an organization is synonymous with the organization itself. Some leaders are misinformed or just ignorant since they do not appreciate the importance of motivating their employees. The result of this the goals and objectives of the organization are rarely achieved making the organization experience failures.

Some organizations in the world have been put to task to explain why they do not treat their employees fairly. Examples include the employees reported in Arabian countries who are employed to attend to house duties but end up being tortured or denied their rights to travel while in the country. Organizations in Africa like those involved in mining, are known to pay their workers very low wages in comparison to the work that they do daily. Some Kenyan employers do not believe that employees need to be motivated in order to effectively perform well in their respective organizations (Muda, Rafiki & Harahap, 2014).

There is a mistaken belief by the Kenyan leaders that the employees do not need to be motivated since they cannot leave the workplace as Kenya is a developing country that has a very high unemployment rate. The leaders view that the employees have no other option in an already ailing job market like this one. Treating employees like money making machines is a common norm in most organizations in Kenya and this is a result of poor leadership behavior. Poor time management has also been experienced by many leaders since they do not check nor keep time, thus affecting the level of job performance from their employees. Workers react to these actions by performing badly at their duties and reducing the production and earnings of the organizations. Poor priorities and inefficiency are all attributed to the ineffectiveness of the leadership in their organizations (Muda, Rafiki & Harahap, 2014).
The restricted idea of research discoveries here recommends the need to examine to facilitate the idea of the connection among charismatic leadership and employee performance. This investigation is a stage to this course. This case study is set to evaluate the leadership styles and their effectiveness on organizational performance, and employee motivation.

Performance of Cooperative bank of Kenya has involved on-going worry because of poor administration, frail human asset and institutional limit, and insufficient execution the board structure which has neglected to adequately interface execution of Cooperative bank to its improvement objectives and individual worker performance to institutional performance (Oluoch, 2013). One reason for poor performance has been the sort of leadership styles in the financial institutions. To address this, the financial institutions Kenya has taken up a few activities towards better performance and thus execution contracts for top management team in the financial institutions in Kenya were presented (Oluoch, 2013). Along these lines the inquiry that should have been addressed was; as to whether charismatic leadership style had an effect on the performance of the employees within the Cooperative bank of Kenya.

1.3 General Objective
The general objective of the study was to evaluate the effect of charismatic leadership styles on employee’s performance within Cooperative Bank of Kenya.

1.4 Research Objectives
1.4.1 To examine the effect of charismatic leadership on employee performance within Cooperative Bank of Kenya.

1.4.2 To examine the impact of rousing inspiration on employee performance within Cooperative Bank of Kenya.

1.4.3 To examine the impact of individualized thought on employee performance within Cooperative Bank of Kenya.
1.5 Significance of the Study

1.5.1 Banking Sector

The study will help learn of the styles used in the banking sector in Kenya and more specifically at the cooperative bank. This will be used as a benchmark tools by other upcoming bank institutions and learners as well.

1.5.2 Employees

From the research it will be able to show clearly how performance by employees is affected by the type of leadership style in the organization. This is important since performance is key in any organization hence the need to learn about the relationship between the leadership and the employee morale. The study will help about what drives employees into better performance and what puts them off to perform badly. This may be as a result of the leadership in play or other independent factors like business environment and incentives.

1.5.3 Researchers and Academicians

The research has added to the group of learning of the researchers and academicians inspired by the comprehension and building proof of the relationship between charismatic leadership and employee performance. Leadership is a region that has been contemplated and inquired about for some regions, and because of its immaterial nature, remains a zone of enthusiasm for numerous researchers and academicians.

1.5.4 Banking Organizations in Kenya

Leaders in other banking organization in Kenya may utilize the discoveries to see how charismatic leadership style, particularly to propel leaders to complete things or enhance the manner in which certain things are done. Leaders may comprehend how to apply charismatic leadership style in organizations to keep up high employee performance.

1.6 Scope of the Study

From the 2500 banks licensed to operate globally, there are over 500 commercial banks in Africa as a continent and over 45 of the same in Kenya. This study focused on the Co-operative Bank of Kenya Limited, which is one of the commercial banks found in the country. The study will not include the financial reports of the company. It will not be
conceivable to talk with all the bank offices in Kenya because of calculated deficiencies. The study was done from December 2018 to April 2019. The study will involve 350 employees from the bank who are both male and female and from different levels of hierarchy. The interview survey contained open finished and close finished inquiries that were replied within 20 minutes.

1.7 Definition of Terms

1.7.1 Effective Leadership

Form of leadership that requires the leaders to put in their best knowledge and passion in order to assist those under them. This is the virtue of having a passion for a greater cause which is greater than oneself through the visions and dreams (Muenjohn & Armstrong, 2015).

1.7.2 Dynamic Environments

This is the fields that are influenced by various factors and change arbitrarily relying upon the present circumstances. These are energetic and capable markets that exist at a particular period but can change at any given moment (Taghipour & Dejban, 2013).

1.7.3 Bureaucracy

Situations where only a few people choose to govern the people without caring about the opinions of those they are governing. This is a system of governance where all the important decisions are made by a central administration instead of being delegated to other officials that are rightfully elected by the people (Yukl, 2012).

1.7.4 Commercial Banks

These are banking institutions that deal with services like money lending, saving money for customers among other financial needs. This is a bank institution that offers banking services to companies and the general public (Yukl, 2012).

1.7.5 Charismatic Leadership

Type of leadership that stands out from the rest since it goes further in directing both the employees and organizations to perform better from their peers. This is a quality of leadership that involves a type of leadership that is inspiring and motivating to enable
those following to perform at great levels and remain committed (Taghipour & Dejban, 2013).

1.7.6 Employees’ Performance
This is a track record of how an employee in any organization has performed in a certain period of time. Individual assessment of employees in an organization depends on a quarterly or annual time frame (Muenjohn & Armstrong, 2015).

1.7.7 Performance
The achievement of a given undertaking estimated against preset known models of precision, fulfillment, cost, and speed. In an agreement, execution is regarded to be the satisfaction of a commitment, in a way that discharges the entertainer from all liabilities under the agreement (Yukl, 2012).

1.8 Chapter Summary
Chapter one familiarizes the establishment and foundation of the research. This chapter additionally presents the research problem, the purpose of the study, the research questions of the study and the significance of the study. This chapter closes with the meaning of the key terms utilized in the study. Chapter two introduces the literature review of the study indicated by the particular goals which are to analyze the impact of charismatic leadership on employee performance. The specific objectives to be discussed are nature of charisma leadership style on employee performance, effect of rousing motivation on employee performance and the effect individualized thought on employee performance.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
The aim of this chapter is to provide a detailed discussion of the research questions. This section will review the existing literature in trying to relate them to the research questions. This section will discuss leadership styles, the relationship between employee performance and charismatic leadership style. In addition, the chapter will analyze the effects of employee performance in an organization when the one uses charismatic leadership style.

2.2 To Examine the Effect of Charismatic Leadership Style on Employee Performance

The term charismatic leadership style is derived from the word charisma. The word originates from Greek where its interpretation is “divine gift”. There are various definitions of charisma within the field of organizational management. Max Weber points out that charisma relates to the personal virtue of an individual that differentiate them from the rest, as the society perceives the individual to exhibit exceptional qualities that are rare in others. Bernard Bass, on the other hand, argues that charismatic individuals have the favor of grace from the divine. James Kouzes and Barry Posner (2011) believe that a charismatic person is a person with a magnet like influence on the people. Charismatic leadership, on the other hand, refers to the application of charisma to encourage the desired behavior in others (Conger & Kanungo, 2010). Leaders using this style employ seductive communication, persuasion, emotional appeal, and personal charm to accomplish their aim.

Charismatic leaders need to understand the needs or interest of the employees so as to appeal to their desires. In addition, the leader needs to have the power to spark interest in the employee so as to portray the desired behavior. Here, motivation plays a huge role as the leader must manipulate the employee into thinking that accomplishing a certain task will benefit both the organization and the employee. Charismatic leadership will function if only the employee feels a part of something great. This is normally the case in charismatic leadership where the leader is mostly influencing the subjects. According to Rita McGrath (2014) noted that the reverse also holds true. According to him, in a
charismatic leadership setting, both the leader and the followers have a mutual relationship where power and influence go both ways.

The history of charismatic leadership dates back to the late 1950’s where the leadership style was documented by Max Weber in a publication titled “Types of Legitimate Rule”. In this article, Weber introduces three leadership styles charismatic being one of the styles. Although the style has a long history, it was not until the 1990’s that scholars seriously devoted their expertise in studying the effects of this type of leadership style when applied to a work setting. The role of a leader is to foster adaptability (Keiu, 2010).

Adaptability has to do with the employees being able to adapt to the tasks delegated to them. This involves the employee feeling safe and comfortable in his working environment so as to be able to deliver the company’s expectation. Apart from employee adaptability, the company needs to adapt to changes in internal and external events. This means that the leadership should be in a position to foresee possible changes that may affect the organization and put in place measures to cope with these events. According to Hugo Asencio (2016) an organizations main objectives does not end with its existence rather organizations should continually enhance their performance in order to cope with changes taking place in the market.

Employees tend to easily follow charismatic leaders as they believe that these individuals have solutions to the challenges that they are facing. The employees gain confidence as they base their trust in the leadership. This has an advantage as it motivates them to work to their full potential. This style has benefits as the management concentrates on developing strategies rather than wasting time micromanaging employees. Employees are given the space to perform their task as the management has belief in them that they will utilize their time effectively. The self-interest of the individual and those of the organization are the same as the individual feels connected. This fosters the strong bond between the employee and the company. The organization can increase their competitive edge if they employ charismatic leadership style. According to Taghipour and Dejban (2013) numerous studies have been conducted that show their organizational leadership style and effects on performance charismatic leadership has shown to have a positive correlation with increased organizational performance.
Despite the benefits associated with charismatic leadership, there is also a dark side to it. It is important to keep in mind that charismatic leaders are people with their own traits. These individuals may have bad traits that may affect the organization negatively. A charismatic leader with poor decision-making qualities may blind the organizational vision and easily get away with it as the followers are loyal to their leader. A charismatic leader may use his influence to manipulate both the management and the employees to accomplish his selfish ambitions. The mistakes of a charismatic leader may be overlooked as the followers may fear to offend their leader. A strong attachment to a charismatic leader has an effect on the employee as they may overwork themselves with the aim of pleasing their leader. This is clear as history has is full of examples of charismatic leaders who used the affection of the people to accomplish their selfish ambition, for example, Hitler’s Nazi movement. Spector (2010) termed this as an awe-inducing effect, where followers suppress their emotional feeling to accommodate the leaders. This awe-inducing effect is serious such that an investigative study carried out by the Havard Business Review found out that a majority of charismatic CEO’s tend to earn higher income despite the fact that the work they do is average.

The study also discovered that a majority of these charismatic leaders do not advocate for change in the interest of the organization or employees at heart rather they do so for their own self-interest. In addition, the appointment of a charismatic leader is not based on their experience or expertise. It is normally the case that appointment of these leaders arises from personal feelings towards them. Therefore, in a majority of cases, they fail to make objective decisions that steer the organization. Charisma being in itself an irrational feeling is hard to characterize as both the leader and the follower have to agree to perform a certain task. If the charismatic leader pushes the employee too far the fall out would be great as the employee may feel betrayed.

There are 5 main characteristics of a charismatic leader:

2.2.1 Confidence
Leaders have great identities that individuals are attracted to. Quite a bit of that fascination originates from the way that they radiate certainty. Sure leaders have a solid feeling of self and seldom convey what needs be question. They comprehend their
identity and are agreeable in their own skin. To be a more grounded leader, you have to rehearse self-assurance.

2.2.2 Creativity

Charismatic leaders conceive brand new ideas and aren't reluctant to push the breaking points. While others may see this sort of push as unsafe, these leaders are the ones driving the way and driving advancement. At the point when an issue emerges, leaders don't see just the troubles. Rather, they adapt to present circumstances and consider it to be a chance. Kumudini (2011), states that if your activities rouse others to dream more, find out additional, accomplish more and become more, you are a pioneer.

2.2.3 Vision

Since leaders esteem advancement, they are centered on the future and how they can enhance it. They have a fantasy and bearing that propels and moves others. A report from Universum revealed that 41 percent of executives polled said the top quality they looked for in future leaders is the ability to empower employees. Kumudini (2011), states leadership requires two things: a vision of the world that does not yet exist and the ability to communicate it.

2.2.4 Determination

Determination, truth is told, turns into the drive and fundamental reason for some leaders. All that they do spins around making their vision a reality. To accomplish their fantasy, leaders set particular objectives and work to accomplish them by uniting their groups, building up a composed system and buckling down. Leaders are centered on getting results and achieving what they set out to do. They don't surrender when circumstances become difficult. Rather, they push through and proceed notwithstanding when they experience challenges.

2.2.5 Communication

At the point when leaders talk, they speak with certainty, which influences individuals to sit up and focus. They are clear and well-spoken with their words and guarantee that every announcement has a reason. Leaders are likewise mindful of their non-verbal communication. They have great stance and keep up eye to eye connection with the general population they are conversing with. They are happy with talking before
expansive gatherings and also one on one. Regardless of what the circumstance, they explain their objectives and vision. Great pioneers make individuals feel that they're at the very heart of things, not at the outskirts. Everybody feels that the person has any kind of effect to the accomplishment of the association. At the point when that occurs, individuals feel focused, and that gives their work meaning.

2.3 The Effect of Rousing Inspiration on Employee Performance

Rousing inspiration is the limit of a leader to motivate partners to endeavor to achieve elevate the objectives through empowering their imagination and supporting their positive outlook. Charismatic leaders can draw a strict and positive impression of things to come, for their youngsters and urged them to push toward the objectives and mission of the organization (Hayati et al, 2014). Charismatic leadership enables pioneers to elucidate the significance of difficulties, which devotees experience and rouse them to accomplish wanted objectives (Achua & Lussier, 2010).

The charismatic leader includes them in includes them in a useful vision and imparts awesome desires that they wish to achieve. The persuasive inspiration leader is an image of valor for subordinates and energizes them to accomplish all the more than they need for their self-intrigue (Achua & Lussier, 2010). Datche and Mukulu (2015) clarify that while appeal propels individuals, rousing inspiration is worried about propelling staffs in the entire organization. Charismatic leaders urge their group to be a piece of the general culture of the organization and its condition through moving inspiration. Employees are tested by leaders with persuasive inspiration to exclusive expectations and offer important work. Charismatic leaders offer significance and difficulties, which propel representatives' work. In this case the pioneer energizes collaboration, energy furthermore, energy in their group (Kotter & Cohen, 2010).

According to Ahmad, Abbas, Latif and Rasheed (2014), inspiration is the power which incites an individual representative to accomplish the ideal objectives. It is likewise conceptualized as the procedure of inciting the power existing in workers or individuals to accomplish the wanted objectives. All things considered, staff or worker inspiration is the procedure by which the hierarchical initiative motivates or prompts the representatives inside the organization to accomplish the coveted hierarchical objectives or targets (Ahmad et al, 2014).Charismatic leadership has been found to have a critical
constructive outcome on the levels of staff inspiration in organizations. Pioneers propel the representatives by tolerating troubles and difficulties and going about as good examples for the subordinates towards the fulfillment of hierarchical objectives (Ahmad et al, 2014).

Datche and Mukulu (2015) stated that a clear up the implications of the difficulties also, gives motivating forces that drive the representatives to work harder and to accomplish the foreordained authoritative objectives. Pioneers have utilized rousing inspiration to encourage what's more, motivate individuals and invigorate them mentally to back up adherents' creative and imaginative work (Gomes, 2014). Correspondence inside the organization or intra-hierarchical correspondence relates to the level and simplicity of data stream between and among the individuals from the organization (Agarwal & Garg, 2012).

Through moving inspiration, the pioneers empower the lesser level workers to convey their thoughts and assessments and in this manner improve the measure of trades inside the organization (Datche & Mukulu, 2015). Charismatic leaders through moving inspiration, can build up and initiate workers to grasp a two-path correspondence by customizing the correspondence (Hayati et al, 2014). The consistent schedules and standard task strategies inside the organization are made conceivable through correspondence. All things considered, twists of correspondence process inside the firm can result in the fortification of false premises and in the rise of contention inside the organization along these lines influencing the worker commitment and responsibility levels, inspiration and occupation fulfillment levels (Valei & Rezaei, 2016).

It fights that rousing inspiration charismatic pioneers take into account a two-route correspondence with subordinates inside the organization and in so doing remain educated and keep the representatives refreshed in issues identifying with the organization furthermore, to their undertakings (Manisha-Dev, 2015). It fights that charismatic leadership disposes of the progressive nature of correspondence that would happen in other initiative styles, and that charismatic initiative encourages correspondence among workers and between the initiative and the workers through uplifting inspiration (Sophon, 2013). At the point when a two-way correspondence exists,
representatives are more at freedom to share their worries and thoughts with respect to individual life and business related issues, and in this manner encourage a few operational process that impact the execution in the organization, for example, decision making, group execution, work fulfillment and worker inspiration levels (ManishaDev, 2015). It discovered that uplifting inspiration was among the crucial segments of charismatic initiative that influenced worker work fulfillment in both private and open organizations (Omar & Hussin, 2013).

Employees see their leaders as motivating, their level of fulfillment with their activity increments inferring a positive connection between a helpful inspiration and occupation fulfillment in representatives. Chi, Yeh and Yu (2011) directed an examination among non-benefit organizations in working in Taiwan and found that uplifting inspiration, as a segment of charismatic initiative, decidedly impact work fulfillment among the representatives. Charismatic leaders can urge representatives to forfeit their enthusiasm for the group intrigue or the organization intrigue; they offer representatives a moving mission and vision and give them a personality (Metwally et al, 2014).

It is noted that work fulfillment as a key pointer of representative execution noticing the satisfied workers are more devoted to the acknowledgment of authoritative mission, targets and objectives (Datche & Mukulu, 2015). There are three segments of things in a man's assessment of work encounter which decide their work fulfillment, these are; an individual representative's work, nature or setting in which the individual works and the substance of the work (Metwally et al, 2014). Charismatic leadership is fundamental with respect to these three segments. Through rousing inspiration, the leaders can give a helpful workplace, and allocate representatives undertakings which they are most happy with doing.

Human asset is significant for any firm to perform or be gainful (Asim, 2013). Propelled representatives accomplish their ideal execution since they appreciate nature they are working in. Representatives are extraordinary and each one of them has various impetuses that persuade them to buckle down. While some incline toward money incentives, others are spurred by recognition. The boss should look to comprehend and further give impetuses in order to advance worker profitability (Thamrin, 2015)
In Nigeria, Osabiya (2015) built up those variables, for example, arrangement of gear, provisional labor, cooperation and supervision that is because of charismatic leadership affects employee’s inspiration and efficiency. Other basic elements incorporate additional time, objective ID, correspondence, opportunity gave to attempt testing undertakings and a feeling of being cherished and having a place. Similarly, Muogbo (2013) saw that there exists a connection between the inspiration of workers and firm’s execution. He further saw that inherent inspiration gave to the representative’s builds their presentation. Ovidiu-Iliuta (2013) likewise discovered that there exists a positive connection between the inspiration of representatives and the adequacy of associations.

On the off chance that the representatives are engaged and remembered, they will be progressively inspired to work, which will inevitably expand their achievements and their exhibition in the firm. Along these lines, when workers are dissatisfied, due to weight from clients or because of tedious jobs, they can diminish their general execution in the firm. This can additionally result increased truancy and representatives may move to different firms which offer higher motivators and a superior workplace. Workers are extraordinary and diverse strategies ought to be used to persuade them.

A pioneer should pull together based on shared convictions and a sound judgment of hierarchical reason and having a place. Followers trust pioneers who show sympathy with them-pioneers who show they comprehend the world as adherents see and experience it. Supporters trust pioneers who are steady. This does not imply that adherents just trust pioneers whose positions never show signs of change; yet that change are comprehend as a procedure of advancement in light of new proof.

Further esteem based authority is about formation of socially cognizant administrators. It incorporates initiative abilities in an esteem based framework and society. It is the vision, inspiration, association and activity of the pioneer. Esteem based authority gives a feeling of intensity and expectation, gives direction, heading and motivation and enables individuals to understand their initiative potential. This sort of authority moves past charismatic initiative. Such administration won't just prompt the development of association's main concern yet in addition to the development of the general population included. A pioneer does not need to act deliberately to rise as an esteem based pioneer,
yet will normally be seen as one through his or her activities, responses and accomplishments.

2.4 Impact of Individualized Thought on Employee Performance

This nature of administration moves pioneers to prepare and mentor subordinates and to animate them to get encounters. In individualized thought, the pioneers are delicate to the individual and the individual supporters draw a sentiment of joy and solace from the individual consideration that their pioneer agrees them (Ahmad et al., 2014). The pioneer goes about as a mentor and attempts to prepare the subordinates to accomplish the organization's targets and objectives, which can empower the representatives to acquire remunerates as far as ostensible wages and cash (Long et al., 2014). This measurement of authority supports the capacity of the charismatic leader to pay more thought to supporters, to transmit venture work to them and feel that they can get more involvement by doing this activity (Ahmad et al., 2014).

It is touchy to the extraordinary and particular needs of the representatives and subordinates to guarantee that they are an integral part of the change procedure of the organization (Datche & Mukulu, 2015). The leader, being touchy to the one of a kind requirements of the workers, treats the devotees separately dependent on the information, gifts also, capabilities of each An imperative fixing in this type of authority is correspondence. Powerful correspondence between the leader and the devotees enables the leader to empower their representatives or subordinates and to build up a situation that is helpful for work and for achieving the authoritative objectives and goals (Gomes, 2014).

In this manner the pioneer will probably allow the workers to accomplish higher objectives that they may some way or another not be in a positive to accomplish (Datche & Mukulu, 2015). Individualized thought of chiefs or leaders may expect the type of individual articulation of appreciation and satisfaction by offering acclaim to subordinates, using words of thanks or allotting reasonable outstanding burden appropriation, and in addition individualized profession advising, coaching and expert advancement exercises (Chekwa, 2001). Charismatic leaders need to comprehend the particular things that spur every representative independently; this may prompt individual
commitment with the workers in the organization and encourage the pioneers' acknowledgment and energy about the adherents’ (Long et al, 2014).

Through this kind of administration, the pioneers can guide associates and adherents to dynamically more prominent levels of potential and henceforth raise their capacity to upgrade the general execution of the organization (Long et al, 2014). Individualized thought in this way is how much the pioneer takes care of every adherent's needs, goes about as their tutor or mentor and tunes in to his or her worries (Datche & Mukulu, 2015). Individualized thought is viewed as an imperative component in authoritative profitability on the grounds that by enabling pioneers to perceive and grasp the singular needs of the representatives, the pioneers can help their workers' capacity what's more, impact both their individual and gathering execution. Increment of individual or assemble execution thus infers increment in by and large hierarchical profitability (Wojtara & Perry, 2016). By being delicate to the particular learning, abilities and individual issues that representatives have, individualized thought permits charismatic pioneers to relegate workers undertakings and obligations they are most capable at doing (Datche & Mukulu, 2015). Through individualized thought, charismatic leaders can dispense with representative occupation equivocalness and upgrade their individual execution, profitability and acknowledgment of generally speaking hierarchical efficiency and execution (Ahmad et al, 2014).

Struggle among laborers and among specialists and the hierarchical initiative is an unavoidable event and one which has an immediate ramification for worker execution. Compelling administration of contention can result in positive occupation execution, worker inspiration and representative employment fulfillment prompting more noteworthy representative execution. To (Datche & Mukulu, 2015). By its temperament individualized thought is portrayed by a two-route correspondence between the pioneers and the devotees, through which the pioneers can measure the issues of potential clash inside the organization (Long et al, 2014).

Furthermore, individualized thought style leaders are able to manage conflicts by being sensitive to the unique needs and concerns of the employees, and by treating them individually, the leader is able to pacify employees who have the potential to cause
conflict (Awan & Anjum, 2015). Individualized thought enables pioneers to get comfortable with supporters, upgrades correspondence and enhances data trade (Mwongeli & Juma 2016). Individualized thought has moved the concentration by charismatic pioneers from advancement of recognition with subordinates to offering help to the representatives who need such help. It's a given that such help is crucial to the extent struggle administration and goals inside the organization is concerned (Wojtara-Perry, 2016). Individualized thought style pioneers encourage struggle administration in the organization by indicating abnormal state worry for the representatives and offering strong choices when clashes rise. Also, by looking to get thoughts and suppositions of subordinates, individualized thought style pioneers moreover wipe out odds of contention by making representatives feel they are a piece of the arrangement (Gomes, 2014). The activities by the pioneers will illustrate accord on the temperance of individual contrasts between different devotees regarding needs and wants considered.

Individualized thought as a part of charismatic authority is basic in basic leadership as it includes valuation for thoughts and perspectives embraced by people inside the organization (Wojtara-Perry, 2016). It additionally includes affectability to singular needs, which are all basic options to the basic leadership process. Individualized thought in this manner upgrades the basic leadership process and the nature of the choices by enabling the administration to gain however much data as could be expected through a two-path correspondence with the subordinates (Avolio & Yammarino, 2012).

Pioneers who welcome change dependably tune in to the feeling of their subjects and exhort them accordingly. They likewise ensure those issues troubling their subjects are well tackled, hence charming themselves more to those being driven. Such pioneers are sharp audience members, since they comprehend that it is through tuning in, they can adapt new thoughts and furthermore create themselves and their adherents mentally. As per Avolio and Yammarino (2012), this viewpoint is a genuine case of pioneers who give a listening ear to their adherents and bolster them as needs be. Pioneers who are champions of change additionally assume the liability of training their adherents consequently helping them to come into reality with issues of significance.
A charismatic pioneer applies such individual contemplations by tuning in to every supporter's needs and concerns, communicating expressions of thanks or applause as a methods for inspiration, making open acknowledgment of accomplishments and activities, making private notes of congrats to help fearlessness, guaranteeing reasonable outstanding task at hand appropriation and undertaking individualized vocation directing and coaching. Innovative improvements, worldwide challenge, the changing idea of the workforce, and present day the executives statutes such as total quality management have as of late constrained associations to progress toward becoming less fatty and flatter. Leadership is the basic factor in the commencement and usage of such a change procedure, and the charismatic style of initiative incites a positive effect on people, groups, and associations amid the change procedure (Avolio & Yammarino, 2012).

Supporters regard and trust charismatic pioneers, so they adjust their qualities to those of the pioneers and yield capacity to them. In synopsis, the charismatic pioneer verbalizes the vision in a reasonable and engaging way, discloses how to achieve the vision, acts certainly and hopefully, communicates trust in the supporters, stresses esteems with emblematic activities, shows others how it’s done, and enables devotees to accomplish the vision (Yukl, 2010). Keiu (2010) expressed that Individualized thought positions among the significant attributes of charismatic administration. The charismatic pioneer regards every adherent all in all individual as opposed to as a representative, and considers the person's gifts and dimensions of learning to choose what suits that person to achieve more elevated amounts of fulfillment.

2.5 Chapter Summary

The chapter talked about literature review of existing research literature on charismatic leadership and employee performance. The chapter addressed and tackled all the research questions raised and gave a firm theoretical background to the examination. Chapter three talk about the research methodology. This includes the research design, the population and sampling techniques used for this study, the sampling design for the study, the data collection methods for the study and the research procedure.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the research methodology that was utilized in the study. This chapter discussed the methods and procedures used in the research. It presented the research design, the population and sampling design, data collection methods and the chapter summary. It objective is to assist the researcher with acquiring and processing data.

3.2 Research Design

Research designs are types of inquiry within qualitative, quantitative and blended methodologies that give particular headings to techniques in research study (Creswell, 2014). Kothari and Garg (2014), define a research design as the conceptual framework within which a study is conducted; comprise of the outline of the gathering, estimation and examination of information. Descriptive research design was adopted for this study. A descriptive research decides and reports the manner in which things are (Mugenda & Mugenda, 2014). A descriptive research is done to portray a subject regularly by making a profile of a gathering of individuals, issues or occasion through the gathering of information and classification of the frequencies on look into factors or their organization. It characterizes questions, individuals interviewed and the strategy for examination preceding start of information gathering.

3.3 Population and Sampling Design

3.3.1 Population

Cooper and Schindler (2013) define population as the aggregate components on which derivations can be made. The target population for this research were employees of Cooperative Bank. They were decided on because the upper administration consist of methodology formulators while the middle administration and all the employees consist of methodology implementers. The target population consisted of 350 employees.
### Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Level</th>
<th>Target Population</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level Administration</td>
<td>15</td>
<td>20%</td>
</tr>
<tr>
<td>Middle Level Administration</td>
<td>35</td>
<td>40%</td>
</tr>
<tr>
<td>Low Level Administration</td>
<td>300</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>350</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author, (2019)

### 3.3.2 Sampling Design

#### 3.3.2.1 Sampling Frame

A sample frame infers a rundown of parts from which the precedent is drawn and it quite relates to the overall public (Cooper & Schindler, 2013). Kothari and Garg (2014) clarify the sampling frame comprise of names of all components in the population and the rundown must be thorough, right, solid and suitable. Since a researcher scarcely has direct access to the whole populace of enthusiasm for research, the analyst must depend upon a testing edge to speak to every one of the basics of the populace intrigue. This study inferred its sampling frame from Cooperative Bank human resource department as this was the most valid source of data. The sampling frame consisted of top level administration, middle level administration and low level administration within Cooperative Bank of Kenya drawn from the human resource department.

#### 3.3.2.2 Sampling Technique

A sampling technique is the particular procedure by which substances of the example measure have been chosen (Kothari & Garg, 2014). The research used a non-probability sampling technique, a purposive sampling. Non probability sampling techniques incorporate a component of subjective predisposition as they are not done haphazardly to give all components in the target population an equivalent possibility of being chosen from the sampling frame. This procedure was utilized as a part of the study to focus on the targeted respondents in the organization. The choice of whom the survey was given to in the organization relied upon the administration and staffing structure of the
organization and additionally the accessibility and ability of focused respondents to partake in the study.

### 3.3.2.3 Sample Size

Mugenda and Mugenda (2008), disclosed that a sample to be a little gathering that is acquired from an open segment. The sample size determination is the demonstration of picking the quantity of perceptions to incorporate into a statistical sample (Singh, 2008). According to Mugenda and Mugenda (2003) a sample of 30% is sufficient for the speculation of the discoveries to the entire population if the sample size is in excess of 30 components. Based on this, the study inspected 30% of the populace proportionately from every representative framework. The sample size was as follows

**Table 3.2: Sample Size Distribution**

<table>
<thead>
<tr>
<th>Level</th>
<th>Target Population</th>
<th>Sample (%)</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level Administration</td>
<td>15</td>
<td>20%</td>
<td>3</td>
</tr>
<tr>
<td>Middle Level Administration</td>
<td>35</td>
<td>40%</td>
<td>14</td>
</tr>
<tr>
<td>Low Level Administration</td>
<td>300</td>
<td>40%</td>
<td>80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>350</strong></td>
<td><strong>100</strong></td>
<td><strong>97</strong></td>
</tr>
</tbody>
</table>

**Source:** Author, (2019)

### 3.4 Data Collection Methods

Cooper and Schindler (2013) states that data collection methods allude to the way toward get-together information after the researcher has distinguished the kinds of data required. The researcher concentrated on gathering primary data. Primary data alludes to the gathering of information that is remarkable to the particular research and that has never been utilized by others (Cooper & Schindler, 2013). Techniques for gathering primary data especially in study and descriptive researches according to Kothari and Garg (2014) used interviews, observation and use of questionnaire.

The primary source of information accumulation strategy that was utilized as a part of the examination was the utilization of questionnaires. As indicated by Kothari and Garg
(2014) presents a pre-planned composed arrangements of inquiries to which respondents record their answers, controlled and mailed to the respondents or electronically disseminated. The questionnaire had structured and semi-structured questions.

This was proper on the grounds that it enabled a participant to give input that was somewhat more far reaching than a straightforward close-ended question, yet that was substantially simpler to measure than a totally open-ended reaction. The questionnaire was partitioned into 5 main segments. Section A was utilized to gather foundation data of the respondents on areas like age, sex and level of education. Section B, C, D and E addressed each of the three specific objectives. Likert scale of 1 to 5 was used with 5 speaking to most elevated amount of understanding and 1 the least.

3.5 Research Procedure

Research procedure is the procedure of procuring subjects and assembling data required for an examination (Kothari & Garg, 2014). A good questionnaire is one that respondents can comprehend, are ready to answer and one that they will reply (Cooper & Schindler, 2013). The questionnaire was pre-tried before its administration to guarantee legitimacy and unwavering quality of the information to be gathered. The questionnaire was pre-tried on 10 staff individuals working in the bank. The purpose behind pre-testing the information instruments is to guarantee that the things in the instrument are expressed unmistakably and have a similar importance to all respondents. It is just amid pre-testing that the researcher can survey the usability of instrument (Kothari & Garg, 2014). Any delicate, confounding or one-sided items was recognized and altered or excluded. Pre-testing grants refinements before the last test (Cooper & Schindler, 2003).

It was likewise valuable to survey the lucidity of questions and build up the normal length time it would take to control the questionnaire. This helped the analyst to get ready and plan for the genuine information gathering process. The following stage included the enrollment of 2 volunteer information gathering associates who were prepared to lead eye to eye interviews with the respondents. To guarantee a high reaction rate the respondent was educated in advance of the term of the meeting without feeling influenced. Once the interviews were finished the questionnaires were gathered and grouped by the researcher in to a MS Excel sheet and the exchanged to the statistical package for analysis.
3.6 Data Analysis Method

Data analysis is the deliberate organization and combination of the research information and the testing of research speculation utilizing gathered information (Creswell & Plano, 2016). The fundamental purpose behind data investigation is to diminish collected data to a sensible size, making rundowns and applying factual methods (Creswell & Plano, 2016). The information was then be outlined, characterized, coded and classified. The statistical package for social sciences (SPSS) numerical variable information investigation programming was used to separate by usage of factual and inferential measurements. The study likewise utilized correlation analysis to build up connection between dependent and independent variables.

3.7 Chapter Summary

This chapter has presented the research outline that was utilized, the population focus of the study and the sampling design utilized. The chapter has portrayed in detail the research design, population and sampling design, data collection methods, the research procedures and data analysis. The study used a non-probability sampling technique, a purposive sampling. The researcher concentrated on gathering essential information utilizing a questionnaire. Information interpretation and analysis was finished utilizing SPSS software. The next chapter talked about the results, findings and data analysis of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter displayed the outcomes and discoveries of the research dependent on the gathered and broke down information. The specific objectives included; the nature and characteristics of charismatic leadership on employee performance; to examine the impact of rousing inspiration on employee performance; to examine the impact of individualized thought on employee performance.

4.1.1 Response rate
The researcher issued an aggregate of 97 questionnaire and only 92 were filled and returned giving a response rate of 94%. This was adequate for the research as showed in Table 4.1.

Table 4.1. Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and Returned</td>
<td>92</td>
<td>94%</td>
</tr>
<tr>
<td>Non-Response</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100%</td>
</tr>
</tbody>
</table>

4.2 General Information
4.2.1 Gender
Figure 4.1 shows that 56.8% were male and 43.2% were female. This demonstrated that the majority of the respondents were males. This suggested almost a 50-50 ratio accordingly a presence of gender balance in the banking area.
An examination of the respondents’ age uncovered that dominant part of respondents representing below 25 were 7%, while those of 26-35 years were 15%, 36-45 years were 43%, 46-55 years 26%, and those above 55 years were 9 as shown below in Figure 4.2. This suggested that the segment has a different age bunch thusly useful for the coherence of the banks.

To break down the proficiency levels the outcome set up that greater part of respondents representing the Degree holders were 70% while 21% had Masters degree and only 9% had Diploma certificates and no reaction was recorded for the primary and secondary
school certificate as shown in Figure 4.3 below. This demonstrated that the respondents had the capacity to peruse and grasp the inquiries.

**Figure 4.3: Education Levels**

**4.2.4 Years in Organization**

Figure 4.4 shows an investigation of the respondent's experience uncovered that dominant part of respondents representing 1-5 years were 51%, this was followed by 5-10 years were 28%, 11-15 years were 21% and above 16 years none was recorded. This suggested that the respondents have adequate learning of the organization.

**Figure 4.4: Years in Organization**
4.2.5 Designation of the Respondents

Figure 4.5 demonstrates that the work assignments of the respondents at the Cooperative Bank of Kenya were the top dimension the board comprised of 16%, center dimension the executives comprised of 32% and the lower level administration comprised of 51%.

Figure 4.5: Designation of the Respondents

4.3 Nature of Charismatic Leadership on Employee Performance

Table 4.2 showed that leadership is a key factor in the success of the organization was agreed by 53.6%, 24.5% were neutral and 21.9% of the respondents disagreed (Mean=3.55, SD=1.810). I am satisfied with the leadership of the person who supervises me was agreed by 60.9%, 35.4% were neutral and 3.6% of the respondents disagreed (Mean=3.82, SD=0.804). I have all the tools and materials required to do my job effectively was agreed by 52.7%, 28.2% were neutral and 19.1% of the respondents disagreed (Mean=3.60, SD=1.169). I feel that my efforts are recognized was agreed by 52.2%, 36.4% were neutral and 11.4% of the respondents disagreed (Mean=2.06, SD=1.161). Leaders in the organization makes you feel motivated and inspired was agreed by 82.3%, 9.6% were neutral and 8.2% of the respondents disagreed (Mean=3.95, SD=1.054).

The leadership believes in participative management was agreed by 76.8%, 19.5% were neutral and 3.6% of the respondents disagreed (Mean=-3.80, SD=0.801). I have all the tools and materials required to do my job effectively was agreed by 52.3%, 36.4% were
neutral, 11.4% of the respondents disagreed (Mean=2.04, SD=1.159). The benefits provided by the organization are equitable 69.9%, 25.6% were neutral and 4.5% of the respondents disagreed (Mean=4.01, SD=0.872). There is no stress in the brief working environment was concurred by 64.9%, 30.5% were impartial and 4.6% of the respondents oppose this idea (Mean=3.79, SD=0.891). Organizational values, terms and conditions are favorable to me was agreed by 74.1%, 21.5% were neutral and 4.1% of the respondents disagreed (Mean=3.91, SD=0.947).

Charismatic leadership enables pioneers to be versatile and support an expansion worker devotion and duty. Employees are enlivened by charming pioneers since they see an opportunity to achieve their very own goals and objectives. Charismatic pioneers ought to not just need to emerge inside an organization; they ought to want to change the business.
Table 4.2: Respondents views on the nature of charismatic leadership on employee performance

<table>
<thead>
<tr>
<th>Questions</th>
<th>SD(%)</th>
<th>D(%)</th>
<th>N(%)</th>
<th>A(%)</th>
<th>SA(%)</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership is a key factor in the success of the organization.</td>
<td>3.6</td>
<td>18.3</td>
<td>24.5</td>
<td>24.1</td>
<td>29.5</td>
<td>3.55</td>
<td>1.810</td>
</tr>
<tr>
<td>I am satisfied with the leadership of the person who supervises me.</td>
<td>0</td>
<td>3.6</td>
<td>35.4</td>
<td>41.4</td>
<td>19.5</td>
<td>3.82</td>
<td>0.804</td>
</tr>
<tr>
<td>I have all the tools and materials required to do my job effectively</td>
<td>3.6</td>
<td>15.5</td>
<td>28.2</td>
<td>26.3</td>
<td>26.4</td>
<td>3.60</td>
<td>1.169</td>
</tr>
<tr>
<td>I feel that my efforts are recognized</td>
<td>4.1</td>
<td>7.3</td>
<td>36.4</td>
<td>44.1</td>
<td>8.1</td>
<td>2.06</td>
<td>1.161</td>
</tr>
<tr>
<td>Leaders in the organization makes you feel motivated and inspired</td>
<td>8.2</td>
<td>0</td>
<td>9.6</td>
<td>55</td>
<td>27.3</td>
<td>3.95</td>
<td>1.054</td>
</tr>
<tr>
<td>The leadership believes in participative management.</td>
<td>3.6</td>
<td>0</td>
<td>19.5</td>
<td>35.4</td>
<td>41.4</td>
<td>3.80</td>
<td>0.801</td>
</tr>
<tr>
<td>I have all the tools and materials required to do my job effectively</td>
<td>7.2</td>
<td>4.2</td>
<td>36.4</td>
<td>8.2</td>
<td>44.1</td>
<td>2.04</td>
<td>1.159</td>
</tr>
<tr>
<td>The benefits provided by the organization are equitable.</td>
<td>0</td>
<td>4.5</td>
<td>25.6</td>
<td>38.4</td>
<td>31.5</td>
<td>4.01</td>
<td>0.872</td>
</tr>
<tr>
<td>There is no stress in the brief working environment</td>
<td>2.3</td>
<td>2.3</td>
<td>30.5</td>
<td>42.2</td>
<td>22.7</td>
<td>3.79</td>
<td>0.891</td>
</tr>
<tr>
<td>Organizational values, terms and conditions are favorable to me.</td>
<td>0</td>
<td>4.1</td>
<td>21.5</td>
<td>32.1</td>
<td>42.0</td>
<td>3.91</td>
<td>0.947</td>
</tr>
</tbody>
</table>

: SD=Strongly Disagree, D= Disagree, N = Neutral, A= Agree, SA= Strongly Agree.
4.4 Impact of Rousing Inspiration on Employee Motivation

Table 4.3 showed that leaders in the firm inspire employees were agreed by 77 % of the respondents, 13.9% were neutral, while 9.1% disagreed with a mean of 3.95 and a standard deviation of 0.909. Leaders in our organization encourage employees to develop and learn from them was agreed by 75.2% of the respondents, while 4.5% disagreed, 20.3% were neutral with a mean of 4.07 and a standard deviation of 0.872. Leaders in our organization facilitate team cohesion through behaviors like team work was agreed by 78.8% of the respondents, 19% were neutral, while 2.2% disagreed with a mean of 4.14 and a standard deviation of 0.875.

Leaders in our organization are always willing to take risks to attain organizational goals was agreed by 77.3% of the respondents, 13.7% were neutral, while 9.0% disagreed with a mean of 3.98 and a standard deviation of 0.942. Leaders in our organization constantly attend to the welfare of employees was agreed by 75.3% of the respondents, 20.2% were neutral, while 4.5% disagreed with a mean of 4.16 and a standard deviation of 0.878. Pioneers in our affiliation verbally motivate agents to trust in their own abilities was agreed by 71.3% of the respondents, while 20.5% were neutral, 4.2% disagreed with a mean of 4.29 and a standard deviation of 0.796. Pioneers in our affiliation pass on the vision of the affiliation adequately were agreed by 79.5% of the respondents, 15.9% were neutral, 4.6% disagreed with a mean of 4.09 and a standard deviation of 0.872.

Pioneers in our association directly affect the nature of relational connections among colleagues was agreed by 70% of the respondents, 25.1 were neutral, 5.0% disagreed with a mean of 4.05 and a standard deviation of 0.902. Leaders in our organization establish goals for the teams was agreed by 77.7% of the respondents, 15.7% were neutral, 6.6% disagreed with a mean of 4.06 and a standard deviation of 0.878. Leaders in our organization value the contribution of employees was agreed by 76.8% of the respondents, 14.7% were neutral, 8.5% disagreed with a mean of 3.95 and a standard deviation of 0.906.

Some of the factors that motivated the employees that were noted by the respondents included gratefulness or acknowledgment for a job well done, job security, an
understanding state of mind from the administration and career advancement opportunities.

Table 4.3: Respondents view on Rousing inspiration on employee performance

<table>
<thead>
<tr>
<th>Questions</th>
<th>SD(%)</th>
<th>D(%)</th>
<th>N(%)</th>
<th>A(%)</th>
<th>SA(%)</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders inspire employees</td>
<td>0</td>
<td>9.1</td>
<td>13.9</td>
<td>47.3</td>
<td>29.7</td>
<td>3.95</td>
<td>0.908</td>
</tr>
<tr>
<td>Leaders in our organization encourage employees to develop and learn from them</td>
<td>2.1</td>
<td>2.4</td>
<td>20.3</td>
<td>38.6</td>
<td>36.6</td>
<td>4.07</td>
<td>0.872</td>
</tr>
<tr>
<td>Leaders in our organization facilitate team cohesion through behaviors like team work</td>
<td>0</td>
<td>2.2</td>
<td>19</td>
<td>40.5</td>
<td>38.3</td>
<td>4.14</td>
<td>0.875</td>
</tr>
<tr>
<td>Leaders in our organization are always willing to take risks to attain organizational goals</td>
<td>0</td>
<td>9.0</td>
<td>13.7</td>
<td>47.6</td>
<td>29.7</td>
<td>3.98</td>
<td>0.942</td>
</tr>
<tr>
<td>Leaders in our organization constantly attend to the welfare of employees</td>
<td>0</td>
<td>4.5</td>
<td>20.2</td>
<td>38.2</td>
<td>37.1</td>
<td>4.16</td>
<td>0.878</td>
</tr>
<tr>
<td>Pioneers in our association verbally inspire representatives to trust in their own capacities</td>
<td>0</td>
<td>2.2</td>
<td>20.5</td>
<td>40.2</td>
<td>37.1</td>
<td>4.21</td>
<td>0.790</td>
</tr>
<tr>
<td>Pioneers in our affiliation pass on the vision of the affiliation adequately</td>
<td>2.3</td>
<td>2.3</td>
<td>15.9</td>
<td>45.2</td>
<td>34.3</td>
<td>4.07</td>
<td>0.871</td>
</tr>
<tr>
<td>Pioneers in our association directly affect the nature of relational connections among colleagues</td>
<td>0</td>
<td>5.0</td>
<td>25.1</td>
<td>29.1</td>
<td>40.8</td>
<td>4.05</td>
<td>0.920</td>
</tr>
<tr>
<td>Leaders in our organization establish goals for the teams</td>
<td>0</td>
<td>6.6</td>
<td>15.7</td>
<td>45.6</td>
<td>32.1</td>
<td>4.06</td>
<td>0.878</td>
</tr>
<tr>
<td>Leaders in our organization value the contribution of employees</td>
<td>0</td>
<td>8.5</td>
<td>14.7</td>
<td>47.5</td>
<td>29.3</td>
<td>3.95</td>
<td>0.906</td>
</tr>
</tbody>
</table>
Note: SD=Strongly Disagree, D= Disagree, N = Neutral, A= Agree, SA= Strongly Agree.

4.5 Impact of Individualized Thought on Employee Performance

Table 4.4 showed that leaders in our organization give individual thoughtfulness regarding person employees was agreed by 63.9%, 20.5% were neutral, 15.6% of the respondents disagreed (Mean=3.60, SD=1.091). Leaders in our organization regard singular commitment that every representative makes to the group was agreed by 80%, 15.5% were neutral, 4.5% of the respondents disagreed. (Mean= 4.14, SD=0.869). Leaders in our organization commend the person commitment that every worker makes to the group was agreed by 71.8%, 16.8% were neutral, while 11.4% of the respondents disagreed (Mean=3.94, SD= 1.087).

Leaders in our organization are touchy to particular information that workers have when relegating them undertakings and obligations was agreed by 78.2%, 9.1% were neutral, while 12.7% of the respondents disagreed. (Mean=3.87, SD=0.984). Leaders are touchy to particular employee capacities when dealing out with assignments and obligations were agreed by 79.7%, 11.2% were neutral, while 9.1% of the respondents disagreed (Mean of 3.92, SD=0.840). Leaders in our organization guarantee standard criticism to improve representative execution was agreed by 63.7%, 20.4% were neutral, 15.9% of the respondents disagreed (Mean of 3.59, SD=1.011). Leaders in our organization take out odds of contention by making representatives feel they are a piece of the arrangement was agreed by 73.6%, 21.7% were neutral, 4.7% of the respondents to disagree (Mean=3.97, SD=0.938). Leaders in our organization oversee clashes by being delicate to the extraordinary needs and worries of the representatives was agreed by 64.9%, 30.5% were neutral, 4.6% of the respondents disagreed (Mean=3.79, SD=0.891).

Leaders in our organization go about as mentors in supporting employees to accomplish the organization's goals was agreed by 74.1%, 21.5% were neutral, 4.4% of the respondents disagreed(Mean=3.91, SD=0.947). Leaders in our organization train employees to empower them to accomplish the organization's obligations was agreed by 69.9%, 25.6% were neutral, 4.5% of the respondents disagreed (Mean=4.01, SD=0.827).
<table>
<thead>
<tr>
<th>Questions</th>
<th>SD(%)</th>
<th>D(%)</th>
<th>N(%)</th>
<th>A(%)</th>
<th>SA(%)</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders in our organization give individual thoughtfulness regarding person employees</td>
<td>2.1</td>
<td>13.5</td>
<td>20.5</td>
<td>38.4</td>
<td>25.5</td>
<td>3.60</td>
<td>1.091</td>
</tr>
<tr>
<td>Leaders in our organization regard singular commitment that every representative makes to the group</td>
<td>0</td>
<td>4.5</td>
<td>15.5</td>
<td>36.5</td>
<td>43.5</td>
<td>4.14</td>
<td>0.869</td>
</tr>
<tr>
<td>Leaders in our organization commend the person commitment that every worker makes to the group</td>
<td>0</td>
<td>11.4</td>
<td>16.8</td>
<td>35.4</td>
<td>36.4</td>
<td>3.94</td>
<td>1.087</td>
</tr>
<tr>
<td>Leaders in our organization are touchy to particular information that workers have when relegating them undertakings and obligations</td>
<td>2.3</td>
<td>10.4</td>
<td>9.1</td>
<td>54.6</td>
<td>23.6</td>
<td>3.87</td>
<td>0.984</td>
</tr>
<tr>
<td>Leaders are touchy to particular employee capacities when dealing out with assignments and obligations</td>
<td>0</td>
<td>9.1</td>
<td>11.2</td>
<td>57.1</td>
<td>22.6</td>
<td>3.92</td>
<td>0.840</td>
</tr>
<tr>
<td>Leaders in our organization guarantee standard criticism to improve representative execution</td>
<td>3.5</td>
<td>12.4</td>
<td>20.4</td>
<td>42.3</td>
<td>21.4</td>
<td>3.59</td>
<td>1.011</td>
</tr>
<tr>
<td>Leaders in our organization take out odds of contention by making representatives feel they are a piece of the arrangement</td>
<td>2.3</td>
<td>2.4</td>
<td>21.7</td>
<td>39.5</td>
<td>34.1</td>
<td>3.97</td>
<td>0.938</td>
</tr>
<tr>
<td>Leaders in our organization oversee clashes by being delicate to the extraordinary needs and worries of the representatives</td>
<td>2.3</td>
<td>2.3</td>
<td>30.5</td>
<td>42.2</td>
<td>22.7</td>
<td>3.79</td>
<td>0.891</td>
</tr>
<tr>
<td>Leaders in our organization go about as mentors in supporting employees to accomplish the organization's goals</td>
<td>0</td>
<td>4.4</td>
<td>21.5</td>
<td>32.1</td>
<td>42.0</td>
<td>3.91</td>
<td>0.947</td>
</tr>
<tr>
<td>Leaders in our organization train employees to empower them to accomplish the organization's obligations</td>
<td>0</td>
<td>4.5</td>
<td>25.6</td>
<td>38.4</td>
<td>31.5</td>
<td>4.01</td>
<td>0.827</td>
</tr>
</tbody>
</table>

Note: SD=Strongly Disagree, D= Disagree, N = Neutral, A= Agree, SA= Strongly Agree.
Inferential Statistics
The study used the Spearman’s Rho to test the connection between charismatic leadership, rousing inspiration, individualized thought and employee performance.

Spearman Rho Correlation
Table 4.5 showed the results on Employee performance, Charismatic leadership, Rousing inspiration and individualized thought. It shows that employee performance was decidedly essentially correlated to Charismatic leadership (0.275), Rousing inspiration (0.353) and Individualized thought (0.377). It shows that charismatic leadership was decidedly essentially to Rousing inspiration (0.363) and Individualized thought (0.482). It also shows that Rousing inspiration was decidedly essentially to Individualized thought (0.362).

Table 4.5: Correlation of Employee performance and Charisma leadership, Rousing inspiration and Individualized thought

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Employee Performance</th>
<th>Charismatic Leadership</th>
<th>Rousing Inspiration</th>
<th>Individualized thought</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman’s Rho Employee</td>
<td>Correlation Coefficient</td>
<td>1.379</td>
<td>0.275*</td>
<td>0.353**</td>
</tr>
<tr>
<td>Performance</td>
<td>Sig.(2-tailed)</td>
<td>0.029</td>
<td>0.004</td>
<td>0.001</td>
</tr>
<tr>
<td>N</td>
<td>92</td>
<td>92</td>
<td>92</td>
<td>92</td>
</tr>
<tr>
<td>Charismatic Leadership</td>
<td>Correlation Coefficient</td>
<td>0.272*</td>
<td>1.011</td>
<td>0.363**</td>
</tr>
<tr>
<td>Sig.(2-tailed)</td>
<td>0.029</td>
<td>0.002</td>
<td>0.001</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>92</td>
<td>92</td>
<td>92</td>
<td>92</td>
</tr>
<tr>
<td>Rousing Inspiration</td>
<td>Correlation Coefficient</td>
<td>0.353**</td>
<td>0.363**</td>
<td>1.005</td>
</tr>
<tr>
<td></td>
<td>0.004</td>
<td>0.002</td>
<td></td>
<td>0.002</td>
</tr>
<tr>
<td>N</td>
<td>92</td>
<td>92</td>
<td>92</td>
<td>92</td>
</tr>
<tr>
<td>Individualized thought</td>
<td>Correlation Coefficient</td>
<td>0.375**</td>
<td>0.482**</td>
<td>0.362**</td>
</tr>
<tr>
<td></td>
<td>0.001</td>
<td>0.001</td>
<td>0.004</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>92</td>
<td>92</td>
<td>92</td>
<td>92</td>
</tr>
</tbody>
</table>

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

**Correlation is significant at the level 0.01 level (2-tailed)
4.6 Chapter Summary

This chapter has exhibited the results and findings. The first area has given investigation of the demographic area, the second area has provided an analysis of charismatic leadership, the third area has provided an analysis of rousing inspiration and lastly an analysis of Individualized thought. Chapter 5 talks about the conclusions and recommendations
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter includes the discussion, conclusions and recommendation of the study on effect of charismatic leadership on employee performance of Cooperative bank of Kenya. This was composed dependent on the nature of charismatic leadership on employee performance, effect of rousing inspiration on employee performance and the effect of individualized thought on employee performance.

5.2 Summary of the Study

The major purpose of the study was to determine the effect of charismatic leadership on employee performance with an attention on the Cooperative bank of Kenya. The research objectives for this study were; the nature of charismatic leadership on employee performance, effect of rousing inspiration on employee performance and the effect of individualized thought on employee performance.

The research embraced a descriptive research design with the end goal to analyze the circumstance as it as of now exists. This empowered the researcher to evaluate the independent variable (charismatic leadership) and dependent variable (employee performance). The target population of 350 respondents for this research incorporated the representatives of the Cooperative bank of Kenya. A sample size of 30% was viewed as sufficient for the speculation of the discoveries to the entire populace coming about into 97 respondents. Only 92 respondents reacted accordingly giving a 94% reaction rate. The tool used to gather the information was a questionnaire. The information was then outlined, arranged, coded and organized. The statistical package for social sciences (SPSS) information data programming was utilized to break down information dependent on clear and inferential measurements. Quantitative data was exhibited utilizing tables.

Charismatic leadership is a key factor in the success of the organization was agreed by 53.6%, 24.5% were neutral and 21.9% of the respondent’s disagreed with a mean of 3.55 and a standard deviation of 1.810. The organization has all the tools and materials required to do job effectively was agreed by 52.7%, 28.2% were neutral and 19.1% of the respondents disagreed with a mean=3.60 and a standard deviation of 1.169. Leaders in the
organization makes the employees feel persuaded and propelled through participative management was agreed by 76.8%, 19.5% were neutral and 3.6% of the respondents disagreed with a mean of 3.80 and a standard deviation of 0.801. The organization qualities, terms and conditions are positive hence providing a conducive working environment was agreed by 74.1%, 21.5% were neutral and 4.1% of the respondents disagreed with a mean of 3.91 and a standard deviation of 0.947.

Leaders in these organizations encouraged correspondence among representatives, and between the administration and the workers, which energized junior dimension workers to impart their thoughts and feelings was agreed by 64.9%, 30.5% were neutral and 4.6% of the respondents disagreed with a mean of 3.79 and a standard deviation of 0.891. The advantages given by the organization are impartial this is rule of equity holding that choices ought to be founded on target criteria, as opposed to based on inclination, preference, or leaning toward the advantage to one individual over another for ill-advised reasons.

The research found out that there was a positive relationship between rousing motivation and employee performance. Pioneers in the firm propel employees were agreed by 72% of the respondents, 15.9% were neutral, while 12.1% disagreed with a mean of 3.95 and a standard deviation of 0.909. Leaders in our organization encourage employees to develop and learn from them was agreed by 75.2% of the respondents, while 4.5% disagreed, 20.3% were neutral with a mean of 4.07 and a standard deviation of 0.872. Pioneers in our association verbally rouse workers to put stock in their own capacities was agreed by 73.3% of the respondents, while 24.5% were neutral, 2.2% disagreed with a mean of 4.21 and a standard deviation of 0.790. was Pioneers in our association convey the vision of the association successfully agreed by 77.5% of the respondents, 15.9% were neutral, 7.6% disagreed with a mean of 4.07 and a standard deviation of 0.871. Leaders in our organization constantly attend to the welfare of employees was agreed by 75.3% of the respondents, 20.2% were neutral, while 4.5% disagreed with a mean of 4.16 and a standard deviation of 0.878.

Leaders in our organization give individual thoughtfulness regarding person employees was agreed by 63.9%, 20.5% were neutral, 15.6% of the respondents disagreed with a mean=3.60, and a standard deviation of 1.091. Leaders in our organization commend the
person commitment that every worker makes to the group was agreed by 71.8%, 16.8% were neutral, while 11.4% of the respondents disagreed with a mean=3.94 and a standard deviation of 1.087. Leaders in our organization train employees to empower them to accomplish the organization's obligations was agreed by 69.9%, 25.6% were neutral, 4.5% of the respondents disagreed with a mean of 4.01 and a standard deviation of 0.827. Leaders in our organization go about as mentors in supporting employees to accomplish the organization's goals was agreed by 74.1%, 21.5% were neutral, 4.4% of the respondents disagreed with a mean of 3.91 and a standard deviation of 0.947.

The research demonstrated that the leaders in these organizations gave individual consideration regarding singular representatives, and regarded singular commitment that every worker made to the group. Leaders in our organization encourage employees to develop and learn from them this increase productivity, increase employee engagement and make better decisions. The examination shown that, leaders in these organizations were additionally touchy to explicit abilities and individual issues that workers had when allocating those undertakings. Leaders in these organizations continually took care of the welfare of representatives, and they esteemed the commitment of workers to the arranging procedure.

Leaders in the organization continually got imaginative thoughts for settling issues from every single authoritative part, and they urged representatives to straightforwardly approach issues without dread of any negative outcomes. Leaders in the organization encourage group union through practices like team work this improves communication, motivational elements and better cooperation. Leaders in the organization are continually eager to go out on a limb to achieve authoritative objectives this promotes guidance and direction, facilitate planning, motivate and inspire employees and help organizations evaluate and control performance.

5.3 Discussion

5.3.1 Nature of Charismatic Leadership on Employee Performance

Charismatic leadership gave understanding into what established the entire impact in the organization. The research built up that there is a positive and huge connection between charismatic leadership and employee performance in the Cooperative bank of Kenya. In
view of the rankings of dimension of execution while relating with the prompt administrator, the respondents positioned exceptionally the components; they felt self-propelled to play out their work, being a cooperative person, ability to buckle down, remediying any poor execution. The research additionally discovered that pioneers propel certainty among the staff in the Cooperative bank of Kenya.

The investigation demonstrated that most of respondents want to be imaginative and inventive while relating with the manager. The discoveries support charismatic leadership initiative conduct and effect on the worker. Colquitt, LePine and Wesson (2010) expressed that what gets changed is the manner in which adherents see their work, causing them to concentrate on the aggregate great something beyond their very own transient personal circumstances and to perform past desires subsequently. The discoveries show that when the charismatic leader urges staff to take an interest in basic leadership, makes proposal to take care of issues, accepts just their thoughts are ideal, elucidates his or her own job inside the gathering it affected the activity execution of the respondent, it decreased the activity execution of representatives.

The charismatic leader clearing up his or her career job inside the gathering affected the employee performance. At the point when charismatic leaders accept just their thoughts are ideal, it diminished employee performance. As indicated by Nguyen and Nguyen (2014) on the grounds that there are such huge numbers of requests on pioneers amidst an association, they can't bear to be unbending; they should almost certainly change caps immediately. As per Daft (2016) charming pioneers can raise individuals' awareness about new potential outcomes and inspire them to rise above their own advantages for the group, office, or association.

The research discovers that charismatic leadership uplifting advance urges the devotees to invest their best exertion as far as great work, congruity and philanthropy in their errands. At the point when representatives are spurred, their performance increments and the working environment amicability is helped. As indicated by James Kouzes and Barri Posner (2012), the devotees are urged by their pioneers to have a collaboration soul which makes them enthusiastic and happy while articulating their firm’s objectives.

Charismatic pioneers can detail and well-spoken motivational vision and practices that cultivate a feeling that they and their central goal are phenomenal. People pursue such
pioneers not just on the grounds that of the formal expert of the pioneer yet in addition on the premise of the view of the pioneer's unprecedented character. Specifically, the view of pioneers as appealing was observed to be related with devotees' execution and fulfillment with an abnormal state of adherents' view of a common and aggregate personality, and with the recognition and desires for effective gather execution.

The impression of effective gathering execution has been observed to be straightforwardly connected to devotees' view of themselves as an aggregate element ready to achieve an abnormal state errand exertion which drives people to endeavor to accomplish the mission of the gathering rather than their very own objectives. It pursues that charming pioneers may likewise assume a significant job in influencing representatives' dimension of exertion showed for the benefit of work objectives, particularly when the gathering measurement is remarkable.

It exhibited that the connection between charismatic leadership and devotees' advancement execution conduct is dependent upon the dimension of an apparent atmosphere for activity. Under states of abnormal amounts of apparent atmosphere for activity, charismatic initiative is all the more unequivocally connected to supporters' advancement usage conduct than under states of low dimensions of apparent atmosphere for activity. Accordingly, when devotees see authoritative practices and techniques support a proactive, self-beginning, and determined methodology toward work, they are bound to profit by the beneficial outcomes of charismatic authority.

It also exhibited that the connection between a charismatic initiative atmosphere and unit task execution is dependent upon the dimension of the unit's certain full of feeling tone. Under states of high positive emotional tone, charismatic initiative is more unequivocally identified with unit task execution than under states of low positive full of feeling tone. Consequently, when devotees in a unit are in a positive state of mind, they are all in all more liable to profit by the favorable impacts of a charismatic authority atmosphere.

Charismatic pioneers have a fantasy, similarly as a character that moves followers to execute that vision. Subsequently, this initiative kind has customarily been a standout amongst the most esteemed. It gives rich ground to imagination and advancement, and is frequently very persuasive. With charismatic pioneers on the lead, the workers basically need to pursue. Nonetheless, one evident inadequacy is that the charismatic pioneer can
leave the association. In the event that this occurs, the association can in general need course. Magnetic initiative depends on quality of identity and thus, it normally disposes of other contending solid identities. Charismatic leaders are fruitful in rousing adherents to violate their personal matters so as to do what is best for the organization, regardless of whether, in advance, they probably won't have been fit for doing as such which once more prompts a superior devotee cooperation in conceptualize sessions.

One of the prerequisites of a group to work adequately is that different thoughts and sentiments must be considered what's more, that there ought to be an open mentality towards change. Self-protecting practices, for example, appearing, protecting one's own position, and giving negative input suggest that there is no receptiveness towards change also, colleagues may feel less propelled to share new thoughts.

5.3.2 Effect of Rousing Inspiration on Employee Performance

The findings of this research have set up the presence of a positive relationship between rousing inspiration and employee performance. Leaders in the organization give employees a motivating mission and vision, and they urge employees to be part of the in general hierarchical culture. Leaders who denoted rousing motivation indicated continued vivacity, were hopeful about the later and had high assumptions of employees which indeed affected the employee performance (Balyzer, 2012). Charismatic leadership is involved practices predictable with public attributes, which are essentially, qualities that upgrade individual regard, collaboration, advancement of subordinates' abilities and supporting others towards accomplishing objectives. These traits are basic for a genuine charismatic leader since they help in acquiring the duty and efficiency of authoritative individuals.

Leaders in the organizations go about as good examples towards the fulfillment of hierarchical objectives. Rousing inspiration leaders spur representatives by tolerating troubles and challenges and going about as good examples for the subordinates towards the achievement of authoritative objectives (Ahmad et al, 2014). Leaders spur representatives by tolerating troubles and challenges and going about as good examples for the subordinates towards the achievement of authoritative objectives. The results agree with Gomes (2014) who express that, the moving inspiration pioneer is an image of mettle for subordinates and urges them to accomplish all the more then they need for their
personal responsibility. Hayati et al. (2014) additionally seen that, charismatic authority empowers leaders to clarify the significance of difficulties that adherents confront and rouse them to accomplish wanted objectives.

What's more, it was discovered that representatives feel propelled by their leaders and leaders remember others and commend theirs. This was additionally noted by Ahmad et al. (2014) who inferred that a group teams up in their expert work in an undertaking or on some task, sharing responsibility and obligation regarding acquiring results. Likewise, Achua and Lussier (2010) reasoned that colleagues have basic aptitudes and capacities, a powerful urge to contribute, team up viably and have a feeling of mindful vision. Charismatic leaders perceive the groups' different qualities and ability in transform changing the vision without hesitation. At the hierarchical dimension, the leaders manufacture bolster systems, include staff and create groups, advancing a culture of magnificence. Leaders in the organizations urge junior dimension workers to impart their thoughts what's more, sentiments; give impetuses that drive the representatives to work harder to accomplish authoritative objectives. The outcomes are in concurrence with Datche and Mukulu (2015) who see that, through rousing inspiration, leaders energize the lesser dimension workers to convey their thoughts and conclusions and in this manner improve the sum of trades inside the organization. Such leaders inspire representatives inside the whole organization and give motivations that drive the representatives to work harder to accomplish the foreordained authoritative objectives. Charismatic pioneers perceive the groups' various qualities and ability thus changing the vision vigorously. At the hierarchical dimension, the pioneers manufacture encouraging groups of people, include staff and create groups, advancing a culture of greatness.

Similarly, generosity by the pioneer prompts the improvement of a culture of giving and magnanimous administration in the organization (Zopiatis and Constanti, 2010). In the conditions when charismatic change is being led in an organization, the pioneer has the undertaking of clear and consistent invigorating others to pursue another thought. Charismatic leaders should, in this way, carry on in such a way, which rouses and moves supporters. Such conduct incorporates certainly indicating eagerness and good faith of supporters, animating cooperation, bringing up positive outcomes, focal points, underlining points, invigorating adherents.
Similarly, benevolence by the pioneer prompts the improvement of a culture of giving and sacrificial administration in the organization (Zopiatis & Constanti, 2010). In the conditions when charismatic leadership is being directed in an association, the pioneer has the assignment of clear and persistent animating others to pursue another thought. Charismatic pioneers should, subsequently, carry on in such a way, which propels and motivates supporters. Such conduct incorporates verifiably appearing and idealism of devotees, invigorating cooperation, calling attention to positive outcomes, points of interest, accentuating points, animating supporters, and so on.

Along these lines, as per this research, the pioneer makes progress when he explains a convincing vision and communicates certainty that defines objectives would be achieved, is enthusiastic and hopeful about what the organization needs to do. The representatives consequently are happy with their work, put additional exertion, are committed and perform their work adequately. It is obvious that when helpful leaders talk energetically of what should be done, representatives apply additional exertion are submitted and to accomplish positive work results. The examination led a relationship research between the motivation inspiration list and employee performance and found that that the two factors were firmly corresponded and motivation significantly anticipated representative execution.

Pioneers are accessible for conferences as they practice open entryway arrangement and pioneers penance for the benefit of all of the association. Conger and Kanungo (2010) were of the view that legitimate charismatic pioneers were the individuals who relinquished for the benefit of everyone. Selflessness assembles trust, acquires devotees’ acknowledgment as a good example, and aides in making a pioneer authoritative. Display of model acts was emphatically identified with supporters' feeling of worship for the pioneer. Selflessness by the pioneer prompts the improvement of a culture of giving and benevolent administration in the association.

On how rousing inspiration impacted worker in Cooperative Bank of Kenya, the examination found that, meeting with administrators, acknowledgment from the administration too as subjecting of individual enthusiasm for the benefit of the association were significant supporters of employee performance. Charismatic pioneers raise individuals from low dimensions of need concentrated on survival by engaging toward
their intrinsic want to achieve more elevated amounts identified with affection, getting the hang of, leaving an inheritance, and such. The ways received to do as such are many, and incorporate making distinctive depictions of a decent future that raises one's creative energy, persuasive addresses and discussions, open showcase of confidence and excitement, featuring positive results invigorating cooperation. While endeavoring to rouse devotees toward a larger amount of necessities, charismatic pioneers advance to their supporters’ own advantages beyond what many would consider possible.

5.3.3 Effect of Individualized Thought on Employee Performance

The research found that individualized thought affects employee performance in the Cooperative bank of Kenya. Leaders in the organizations regard and praise singular commitment that each representative makes to the group, and give individual regard for individual workers. The results agreed with Long et al. (2014) who express that, the individualized thought pioneer may likewise regard and commend singular commitment that every adherent can make to the group. Ahmad et al. (2014) further seen that, individualized thought leaders are delicate to the person, who triggers sentiments of joy and solace in the representative because of the individual consideration that the pioneer concurs them.

Leaders within the organizations are sensitive to specific information, capabilities, and personal problems that workers have once distribution tasks and duties to them. They conjointly train and coach staff to change them accomplishes the organization’s objectives. The outcomes are pair with Datche and Mukulu (2015) who noted that, by being delicate to the specific data, capabilities and private problems, individualized thought allows charismatic leaders to assign staff tasks and duties they are most competent at doing. Long et al. (2014) further states that the individualized thought leader trains subordinates and acts as a tutor to assist them to achieve the company’s objectives and goals.

They consider discoveries with regard to the leader spending time training and coaching employees and employees work productiveness revealed that work productiveness was achieved because the leader took time in training and coaching the employees. This discovering supported the discovery of a examine by Aggarwal et al. (2006) who observed that employee personal dilemma could be solved when coached, which then
would lead to employees achieving organizational goals and enhancing performance. The discoveries also supported a consider by Long et al. (2014) which affirmed to individual attentive leaders paid special attention to individual followers for achievement and development such that employees were developed to higher level of their potential. The research also corroborated Wotjtara-Perry (2016) which affirmed that training and coaching had an impact on both individual production and basically organizational performance. Datche & Mukulu (2015) detected that training and coaching responded to the necessities and demands of the workplace. Chekwa (2001) confirmed that coaching was effective in enhancing performance.

The research uncovered that pioneers don't give close consideration to the necessities of devotees. Furthermore, pioneers in the organization don't listen completely to comprehend the view of adherents. These discoveries are in opposition to Neupane (2015) contention that canny pioneers are continually keeping a nearby ear in order to comprehend what their devotees are stating and things they might want done any other way. So also, Neupane (2015) contends that for them to concoct the right judgment, pioneers might be required to have intuitive sessions with the subject. In the event that pioneers don't address the issues of their subjects, it might prompt absence of motivation and satisfaction among representatives, which can altogether influence the organization. Unsatisfied representatives adversely influence the performance of the firm. At the point when individuals need satisfaction in their work environments they are constrained to concoct approaches to change their circumstance. As per Datche & Mukulu (2015) fulfillment of specialists means client satisfaction which successfully prompts a productive organization.

As indicated by Neupane (2015), advising and tutoring of representatives helps to sharpen singular aptitudes such that conventional methods for preparing can't accomplish. These angles are fundamental in building up the shortcoming of every single worker and hence making a framework in which every individual can be guided to the required dimension of performance. The research found that leaders in the Cooperative bank of Kenya act as mentors and consultants to people. These research concur with Neupane (2015) contention that instructing can emphatically impact the representative in understanding their job in the association, commitment to work and furthermore their activity fulfillment. In any case, the examination found that there was no formal instructing
program in the organization to upgrade individual abilities. Moreover, the research set up that pioneers tutor the lesser staff to improve individual and expert development. These discoveries agree with associations which were embracing coaching projects to improve physical abilities, proficient development and self-awareness of the workers.

This examination further settled that individualized thought encourages charismatic pioneers to connect with and break down individual adherents' capacity to change, and subsequently, makes it simple to present change intercessions for the individuals who are battling, trying to claim ignorance, or opposing change. Individualized thought influences workers to adjust their esteem and needs to those of the association making change forms simple to explore. Therefore, contribution of representatives in choices by pioneers furnishes representatives with a feeling of proprietorship and responsibility to change choices of the association (Long et al, 2014).

To this, Bass (2009) had contended that individualized thought makes workers feel that their associations esteem them and their need to comprehend and resolve their own vulnerabilities. The examination additionally discovered that Sharing and cooperation is empowered by line directors, line supervisors care about close to home life thus supports work-life balance. Team pioneers tune in and embraces workers' thoughts and information sources, pioneers impart the arrangement/target numbers plainly lastly, pioneers keep representatives refreshed on how their real execution is following against plan and targets. Sarros and Santora (2011) also concluded that Leaders who utilize singular thought show thought for their laborers' needs, and are set up to support and mentor the advancement of fitting work place conduct. Awan & Anjum (2015) expressed that esteeming representative's commitment might be accomplished through cooperation.

Representative contribution is frequently seen as an essential piece of High Commitment Work Systems. Association in choices gives a feeling of responsibility for pledge to both those choices and the organization. Worker inclusion procedures ought to cause the discernment that the association esteems representative commitments. In this way, we foresee that contribution expands duty. Additionally, employee association may be seen by specialists as an optional positive benefit. Charismatic pioneers do this through investing energy educating, instructing and building up their supporters by listening
mindfully, perceiving and esteeming every individual's commitments (Awan & Anjum, 2015).

Accordingly, it is fundamental for charismatic pioneers to go about as mentors and counsels while endeavoring to help people in ending up completely realized, or incorporates supporters into change forms. These pioneers may utilize designation as a way to enable devotees to develop however close to home difficulties amid times of progress. Furthermore, that a pioneer demonstrating individualized thought will invest energy finding out about the particular motivations hopes and dreams of every person.

5.4 Conclusion
Based on the discoveries and research presented in the above section, the following conclusions were made:

5.4.1 Nature of Charisma Leadership

The research demonstrates that a Charismatic authority conduct is a praiseworthy or model for his adherents which empower and able for conquering the requirements for authoritative change. It drives the adherents to gain from numerous part of the magnetic pioneer. The pioneer makes hierarchical citizenship conduct toward the workers that enable them to take great consideration about the organization picture and the inside condition. Additionally to the standards of working of representatives, it is likewise making a working society and work standard that enhancing the execution in an organization. The job impression of a charismatic authority is critical imperative just as the individual importance for the initiative.

It impacts their devotee comprehend of their job and this will bring about the hierarchical change. Frame this perspective, it demonstrates that if the pioneer ready to give inspiration, support and cheer crafted by representatives will smoothen the hierarchical evolving process. The relationship and joint effort among gathering, group and the magnetic authority additionally will show noteworthy changes in the organization execution and authoritative culture. Likewise to the workgroup decent variety, the solid and cohesiveness workgroup will show superior culture that influences the organization to have high manageability where the whole organization culture can lines up with the authoritative execution.
Great attribution from charming authority, for example, ecological affectability, convincing correspondence, and unpredictable vision will encourage and lead the adjustments in the hierarchical condition.

5.4.2 Influence of Rousing Motivation on Employee Performance

The research presumes that pioneers in this organization gave adherents a moving mission and vision, and they included representatives in accomplishing a positive vision of things to come. Pioneers in these organizations urged representatives to end up some portion of the in general hierarchical culture, and they go about as good examples towards the fulfillment of organizational objectives. Pioneers in these organizations encouraged correspondence among representatives, and between the initiative and the workers, which urged junior dimension representatives to convey their thoughts and conclusions.

The research reasons that pioneers in these organizations helped representatives to comprehend and move beyond difficulties, and they gave impetuses that drove the representatives to work more earnestly to accomplish authoritative objectives. Pioneers in these organizations additionally given difficulties that persuaded and enlivened representatives to perform in their work and undertakings, while expanding their dimension of fulfillment in the organization.

The research established a critical beneficial outcome between rousing inspiration develop of charismatic administration style and employee performance in Cooperative Bank of Kenya. In view of this, the research inferred that employee performance is accomplished when pioneers apply rousing inspiration. Moreover, the research inferred that better employee performance is accomplished when pioneers are hopeful, express certainty and expressive a convincing vision for what's to come. What's more, pioneers should approach everyone with deference and respect counting outsiders, pioneers ought to be representatives of their organization, pioneers ought to be accessible for discussions and pioneers should forfeit for the benefit of everyone of the organization.
5.4.3 Influence of Individualized Thought on Employee Performance

This research showed a noteworthy positive connection between individualized thought and charismatic authority style and employee performance. The research additionally presumes that Sharing and cooperation ought to be supported by line directors, line supervisors should think about close to home existence of representatives thus promising work-life balance, line chiefs and representatives should mutually claim worker's advancement activities and staff ought to be given abilities and instruments for progress. What's more, group pioneers ought to tune in and receives workers' thoughts and inputs, leaders convey the arrangement/target numbers plainly lastly, pioneers should keep representatives refreshed on how their genuine execution is following against plan and targets.

In light of this, the research concluded that employee performance is acknowledged when pioneers apply individualized thought. Furthermore, the examination presumed that great employee performance is accomplished when leaders offer thought to specific individual needs, have open communication with workers, notwithstanding training and tutoring them. The pioneers were likewise delicate to the particular learning capacities and individual issues that representatives had when relegateing them errands and obligations. The research reasons that pioneers dispensed with odds of contention by making workers feel like they were a piece of the arrangement, and they oversaw clashes by being delicate to the extraordinary needs and worries of the representatives. Charismatic leadership style is subsequently essential in all organizations.

They likewise guaranteed that opportune goals were discovered where clashes emerged and oversaw clashes by dealing with every circumstance exclusively. The research reasons that pioneers in these organizations prepared workers and went about as mentors in supporting them to accomplish the organization's destinations. These pioneers additionally guaranteed there was community oriented basic leadership and standard criticism was given to upgrade employee performance. Individualized thought, employee performance and charismatic leadership style are essential in an organization.
5.5 Recommendations

This segment offers suggestions given after thought of the research findings.

5.5.1 Recommendations for Improvement

5.5.1.1 To Examine the Effect of Charismatic Leadership Style on Employee Performance

Charismatic leadership style has a positive correlation with employee performance in this organization. The research recommends that charismatic pioneers ought to provide a productive work conditions for their employees in order to polish up and enhance employee performance outcomes. Leaders in banking organizations ought to be concerned about the features of work environment so as to improve employees execution. Alluring pioneers ought to likewise make possibility arrangements. This fills in as a reinforcement plan when the first arrangement neglects to work. Amid a change, appealing pioneers might be dependable to keep adherents in track and to look after request. This need the pioneers to turn out with more intends to keep adherents propelled into tolerating the change. A few workers will in general oppose change thus the alluring pioneers must frame designs and considering the situations that may occur with the goal that it will make the person in question impact them to acknowledge the changes. Charismatic pioneers should likewise think of systems to limit the opposition of devotees to the change. Numerous supporters will in general oppose change since they feel that it will destroy their typical everyday practice. As a pioneer, alluring pioneers need to think of approaches to influence these kinds of adherents to acknowledge the change as opposed to conflicting with it so as to decrease the contention that may have emerge in the event that it isn't taken care of legitimately.

5.5.1.2 Influence of Inspirational Motivation on Employee Performance

The research prescribes that the pioneers of the Cooperative Bank of Kenya ought to consistently furnish workers with a rousing vision and mission to expand representative endeavors in meeting and accomplishing the set authoritative objectives and targets. This research suggests that the administration ought to guarantee that they bolster subordinates to think of better approaches for carrying out their responsibilities, energize cross-practical relations, challenge supporters’ thoughts and empower values for issues explaining.
The pioneers should go about as job models towards achievement of the hierarchical objectives, and urge workers to leave their usual ranges of familiarity in order to accomplish more for their groups. The pioneers ought to persistently advance solidarity among workers and energize correspondence of thoughts and suppositions by representatives at all dimensions of the organization. Therefore leaders ought to be devoted to the organizations vision by talking idealistically about the goals to be achieved in the time to come. The research suggests that pioneers should be visionary and hopeful about the eventual fate of their organizations.

5.5.1.3 Individualized Thought and Employees Performance
Individualized thought has a positive relationship with employees performance. It subsequently prescribes that sharing and collaboration ought to be empowered by line chiefs and, they should think about close to home existence of representatives so as to empower work-life balance. Also, this examination prescribes for group pioneers to tune in and receive workers' thoughts and information sources, pioneers to convey the plan and target numbers obviously lastly, pioneers should keep workers refreshed on how their genuine execution is following against plan and targets. The trainings ought to be supplemented by mentorship and instructing programs that empower utilization of new abilities and exchange of aptitudes from experienced staff individuals to recently enrolled and less talented representatives. The research further recommends that pioneers should assign authority to employees in order to aid in their occupational growth, because as employees get involved in greater authority such as decision making, the consequence is creating a progressing managerial talent pool to choose from and allowing the organization to develop.

5.5.2 Recommendations for Further Studies
This research tried to center on how charismatic administration style impacts employee performance among Cooperative Bank of Kenya. This research just centered on nature of charisma leadership, rousing inspiration and individual thought. Scientists and academicians ought to consider completing research to investigate different elements not considered in this research that are basic to change the banking sectors. The think about suggests the repetition of the same ponder by getting the perception of other middle and lower level managers on the effectiveness of charismatic leadership style on employees performance in Cooperative bank of Kenya.
REFERENCES


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APPENDICES
APPENDIX I: INTRODUCTION LETTER

TO WHOM IT MAY CONCERN.

2nd November, 2018

Dear Sir/Madam,

REF: PERMISSION TO CONDUCT RESEARCH – NDURURU TERRY NTINYARI
STUDENT ID, NO. 637220

The bearer of this letter is a student of United States International University (USIU) -Africa pursuing a Master of Business Administration.

As part of the program, the student is required to undertake a dissertation on “Impact of Charismatic Leadership Style on Employee Performance Within Cooperative Bank of Kenya” which requires her to collect data.

Please note that information provided will be treated with utmost confidentiality and will only be used for academic purposes.

Kindly assist the student get the appropriate data and should you have any queries contact the undersigned.

Yours Sincerely,

[Signature]

Prof. Amos Njuguna,
Dean – School of Graduate Studies, Research and Extension
Tel: 730 116 442
Email: annjuguna@usiu.ac.ke
APPENDIX II: QUESTIONNAIRE

Please fill the following questions appropriately; the information gathered is purely for research purposes. Your contribution will be greatly appreciated.

SECTION A: GENERAL INFORMATION

Please tick the appropriate answer.

1. State your gender.
   ( ) male  ( ) female

2. Kindly show the association you work for:
   ______________________________________________________

3. State your age.
   ( ) below 20 yrs
   ( ) 20 – 30 yrs
   ( ) 30 – 40 yrs
   ( ) 40 – 50 yrs
   ( ) above 50 yrs

4. To what extent have you worked for the Co-operative Bank of Kenya? ( ) 1-5 yrs
   ( ) 5 – 10 yrs
   ( ) 11 - 15 yrs
   ( ) 16yrs and above

5. Education level: ( ) O level ( ) College ( ) Undergraduate ( ) Graduate
   Other : ( specify) _____________________

6. What is your Job Position? ________________________________________________
SECTION B: NATURE OF CHARISMA LEADERSHIP ON EMPLOYEE PERFORMANCE

a) Please read each question and indicate whether you agree or disagree with the statement in order of ranking.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership is a key factor in the success of the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I am satisfied with the leadership of the person who supervises me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have all the tools and materials required to do my job effectively</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I feel that my endeavors are perceived</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Pioneers in the association makes you feel persuaded and propelled</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>The leadership believes in participative management.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have all the tools and materials required to do my job effectively</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>The benefits provided by the organization are equitable.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>There is no worry in the quick workplace</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Organizational values, terms and conditions are favorable to me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
</tbody>
</table>

a) Are there any challenges faced within the organization?

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........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

63
**SECTION C: IMPACT OF ROUSING INSPIRATION ON EMPLOYEE PERFORMANCE.**

b) Please read each question and indicate whether you agree or disagree with the statement in order of ranking.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pioneers in our association move representatives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Leaders in our organization encourage employees to develop and learn from them</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Pioneers in our association encourage group attachment through practices like collaboration</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Pioneers in our association are continually ready to go out on a limb to achieve authoritative objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Pioneers in our association continually take care of the welfare of representatives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Pioneers in our association verbally spur representatives to have confidence in their own capacities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Pioneers in our association impart the vision of the association successfully</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Leaders in our organization have a direct effect on the quality of interpersonal relationships among team members</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Pioneers in our association set up objectives for the groups</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Pioneers in our association esteem the commitment of representatives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
a) Please state what factors make you feel motivated as you go about doing your job.

……………………………………………………………………………………
……………………………………………………………………………………

b) What makes you feel not motivated?

……………………………………………………………………………………

SECTION D: IMPACT OF INDIVIDUALIZED THOUGHT ON EMPLOYEE PERFORMANCE

a) Please read each question and indicate whether you agree or disagree with the statement in order of ranking.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders in our organization give individual thoughtfulness</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>regarding person employees</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders in our organization regard singular commitment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
<tr>
<td>that every representative makes to the group</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Leaders in our organization commend the person</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>commitment that every worker makes to the group</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders in our organization are touchy to particular</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>information that workers have when relegating them</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>undertakings and obligations</td>
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<td></td>
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<tr>
<td>Leaders in our organization guarantee standard criticism</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>to improve representative execution</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Leaders in our organization take out odds of contention</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>by making representatives feel they are a piece of the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>arrangement</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Leaders in our organization oversee clashes by being delicate to the extraordinary needs and worries of the representatives | 1 | 2 | 3 | 4 | 5
---|---|---|---|---|---
Leaders in our organization go about as mentors in supporting employees to accomplish the organization's goals | 1 | 2 | 3 | 4 | 5
Leaders in our organization train employees to empower them to accomplish the organization's obligations | 1 | 2 | 3 | 4 | 5

a) What do you like about your supervisors?

........................................................................................................................................
........................................................................................................................................

b) What don’t you like about your supervisors?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
APPENDIX III: NACOSTI RESEARCH AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471.
2341349.5310571.2219420
Fax: +254-20-312453118249
Email: js@nacost.go.ke
Website: www.nacost.go.ke
When replying please quote

Ref No. NACOSTI/P/19/62849/28084

Date 14th February, 2019

Terry Ntinya Nduru
United States International University
P.O. Box 14634 - 00800
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Impact of charismatic leadership on employee performance. A case study of Cooperative Bank of Kenya” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 14th February, 2020.

You are advised to report to the Chief Executive Officer, Cooperative Bank of Kenya, the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY F. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Chief Executive Officer
Cooperative Bank of Kenya.

The County Commissioner
Nairobi County.