

**INTELLECTUAL STIMULATION ON EMPLOYEES' INNOVATION SKILLS OF SELECTED
MANUFACTURING FIRMS IN SOUTH EAST, NIGERIA.**

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Abstract

*This study investigated the intellectual stimulation on employees' innovation skills of selected manufacturing firms in South East, Nigeria. The objectives of the study are to examine the effect of intellectual stimulation on employees' innovation skills of selected manufacturing firms in South East, Nigeria, evaluate the effect of inspirational motivation on employees' commitment of selected manufacturing firms in South East, Nigeria and determine the degree to which individualized consideration boost employees' job satisfaction of selected manufacturing firms in South East, Nigeria. The study adopted a survey research design and primary data was mainly used to obtain accurate data based on the opinion of the respondents and supported by reviews of information from secondary sources for validation. The target population of two thousand, three hundred and fifty-one (2,351) obtained from the fifteen (15) selected manufacturing firms in South East, Nigeria. The sample size of three hundred and forty-two (342) respondents was derived from Taro Yamane formula. Therefore, a total of three hundred and forty-two (342) copies of the questionnaire were distributed to the various manufacturing firms. Out of this number, fifty-six (56) copies of questionnaire were lost/wrongly filled with percentage ratio of 16.6% while two hundred and eighty-six (286) copies of questionnaire were correctly filled and returned with percentage ratio of 83.4%, which formed the basis of the study. To test the hypotheses of this study, the study adopted simple regression model, analysis of variance (ANOVA) and Pearson Correlation Coefficient of SPSS Version 22. From the result of the findings, the study indicated that intellectual stimulation has a significant effect on employees' innovation skills of selected manufacturing firms in South East, Nigeria ($R^2 = 83.0\%$, $t\text{-value} = 4.161^{**}$ at 5 percent significant level) and that inspirational motivation has a significant effect on employees' commitment of selected manufacturing firms in South East, Nigeria ($R^2 = 80.5\%$, $t\text{-value} = 3.491^{**}$ at 5 percent significant level). Also that individualized consideration boost employees' job satisfaction of selected manufacturing firms in South East, Nigeria ($f\text{-statistics} = 486.133$, mean square = 47.641 with $p\text{-value} = 0.000 < 0.05\%$ significance level) From the results of the hypotheses testing, the study concluded that intellectual stimulation has a significant effect on*

employees' innovation skills, inspirational motivation has a significant effect on employees' commitment, individualized consideration boost employees' job satisfaction, idealized influence enhances employees' motivation while there is a positive and significant relationship between transformational leadership style and firms' creativity of selected manufacturing firms in South East, Nigeria. The study recommended that Management of the selected manufacturing firms should regularly work on enhancing the employees morale with inspirational words and actions as these will develop employees strong sense of confidence to work harder towards achieving better organizational performance.

Keywords: *Intellectual Stimulation, Inspirational Motivation, Individualized Consideration and Employees' Job Satisfaction*

Introduction

Background to the Study

Transformational leadership was first conceptualized by James Downton, an American sociologist, in 1973. However, the leadership style was not fully developed until 1978, when American historian and political scientist James MacGregor Burns wrote *Leadership* (Moradi & Shahbazi, 2016). Burns studied various political leaders, including both Franklin Roosevelt and John Kennedy. During this time, he developed his theory of Transformational Leadership that was expanded further during the 1980s by Bernard Bass, an American scholar in leadership studies and organizational behavior and Bass noted that the transformational leadership model inspired followers to reach a higher level on the consciousness towards the company's goals, rise above their self-interest for the organization and approach a higher level of needs (Moradi et al., 2016). Under Bass (1985)'s Transformational Theory, emphasis was on transformational leadership that provides leaders an opportunity to transform or create an impact in their followers. According to Bass, leaders under transformational leadership aim at winning trust, respect and admiration from their followers (Choi, Goh, Adam & Tan, 2016).

Transformational leaders encourage employees to go beyond what they have already expected by inspiring them to raise their capabilities and develop innovative problem-solving skills (Limsila & Ogunlana, 2008). Moreover, it is the process of developing people, who in turn, develop their organizations by achieving the determined goals that is important. It also results in making ordinary people create extraordinary performance (Rao, 2014). This kind of leadership style is more concerned with future needs rather than with the short-term problems and opportunities faced by the organization; instead of viewing intra and extra organizational factors as discrete, it views them in a holistic perspective (Saeed, Almas, Anis-ul-Haq & Niazi, 2014).

Obviously, in the dynamic and competitive business environment like Nigeria, the most important resource of an organization is categorized as human resource and skills of a person. The capability of organizations in Nigeria to retain its headcount is dependent on organizational leadership. This is supported by Akindele and Afolabi (2013) who posited that the essence of leadership effectiveness lies in the fact that the success of any human or organizational endeavor is anchored on the quality of leadership

guiding that endeavor. People will be more willing to work under Steve job than under single owner organization where no leadership and limited vision (Armstrong, 2014).

In present working environment employees of an organization need authority and ownership of their work which can only be possible under effective management and leadership. Moreover, leadership consists of method not magic because the role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities. Harris, (2009) contributed that top quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment. In addition, transformational leadership is characterized by its capacity to bring about substantial changes in an organization's strategy, vision, attitude and culture while fostering creativity and innovation in products, services, and technologies. Transformational leadership is about renovating and transmuting the firm following a new vision which leads to the evolution of the organization's culture (Ting, Sui, Kweh & Nawanir, 2021). Transformational leaders put a priority on the concepts of emotion and value, focusing on enhancing employee communication and supporting workforce diversity throughout the leadership process. Thus, determining an enterprise's consistency is facilitated, and its efficacy can be increased. Hence, transformational leadership may overcome organizational stagnation and allow a company to more effectively adapt

to its environment and enhancing its effectiveness.

Statement of the Problem

Regrettably, most of the manufacturing firms in Nigeria mostly in South Eastern Region have failed to achieve their obligations and their performance represents a mixed bag of notable successes, failures and missed opportunities. Besides, a large number of these organizations spend considerable huge amount of their times on solving managerial problems. Also, lack of effective leaderships in the organization creates many outcomes such as lack of motivation, dissatisfaction, high complaint, high turnover, poor innovation, inability to meet performance targets, lower profit, poor communication of information, inefficiency and ineffectiveness, lack of cooperation and disintegration, poor growth and development of the institutions. Moreover, this outcome happens due to lack of strategic interventions of specific leadership styles to the particular situations are predicted as the problems at hand.

Meanwhile, another problem of leadership on employee's satisfaction is the inflexibility of the leadership styles by most leaders. Most leaders fail to adjust their style of leadership to the changing situation and current matters arising. The failure is a result of the lack of understanding to the fact that no one particular style of leadership can fit into all conditions. However, the problem of low performance is the absence of an effective line of communication between the manager and their employees. Communication gaps that exist between leaders and their subordinates especially in most manufacturing organizations are reasons why employee's satisfaction is low.

It is a fact that leadership is said to be the backbone of any organization but if the leadership trait of any organization is poor, it will tell on the overall performance of the organization and with this understanding, most organizations are faced with the problems of how to inspire and motivate their workers to enhance their performance. In addition, Lussier and Achua (2007) stated that without strategic and effective leadership, it is difficult for organizations to sustain profitability, productivity and competitive advantage. Thus, leadership style is considered as an important variable or predictor of organizational performance (Wu, 2009). Many manufacturing firms are facing changing dynamic environments; in these circumstances, these firms are not consistent with developments in modern society, predict future changes and direct these changes for favorable developments for a better future.

This is likely to negatively affect their success and efficient business operations. In fact, leadership in organizations plays an important role in shaping creativity, attitude and responsiveness of employees to organizational change and acceptance of innovations. Therefore, individualized consideration of attitude, creativity and organizational changes, which implies to the degree of attention and support to each subordinate, is an important dimension of transformational leadership.

Objectives of the Study

The broad objective of this study is to investigate the intellectual stimulation on employees' innovation skills of selected manufacturing firms in South East, Nigeria. while the specific objectives are to:

- i. examine the effect of intellectual stimulation on employees' innovation skills of selected manufacturing firms in South East, Nigeria.
- ii. evaluate the effect of inspirational motivation on employees' commitment of selected manufacturing firms in South East, Nigeria.
- iii. determine the degree to which individualized consideration boost employees' job satisfaction of selected manufacturing firms in South East, Nigeria.

Research Questions

The following research questions were formulated to accomplish the study objective,

- i. What is the effect of intellectual stimulation on employees' innovation skills of selected manufacturing firms in South East, Nigeria?
- ii. What is the effect of inspirational motivation on employees' commitment of selected manufacturing firms in South East, Nigeria?
- iii. Does individualized consideration boost employees' job satisfaction of selected manufacturing firms in South East, Nigeria?

RESEARCH HYPOTHESES

The following research hypotheses posited in the null form will be tested to aid the study;

H0₁: Intellectual stimulation has no significant effect on employees' innovation skills of selected manufacturing firms in South East, Nigeria.

H0₂: Inspirational motivation has no significant effect on employees' commitment of selected manufacturing firms in South East, Nigeria.

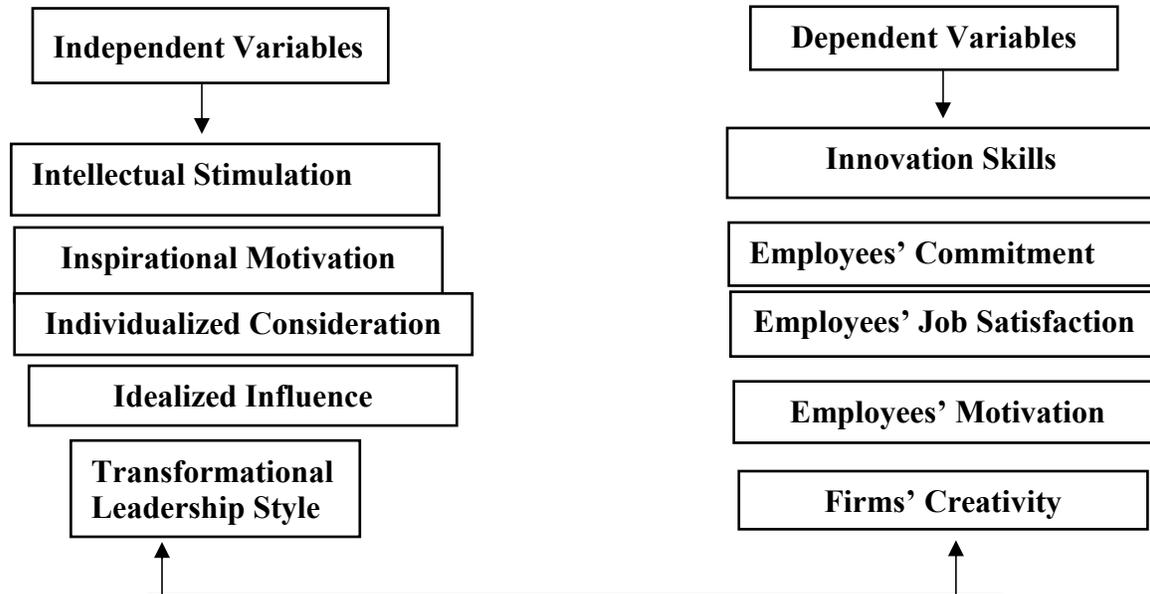
H0₃: Individualized consideration does not boost employees' job satisfaction of selected

manufacturing firms in South East, Nigeria.

Review of Related Literature

Conceptual Framework

Fig 1



Source: Designed by Researcher Transformational Leadership and Organizational Performance Framework

Empirical Review

Intellectual stimulation and employees' innovation skills

Mary, Damary and Teresia (2017) study explored the moderating influence of intellectual stimulation leadership behavior on employee performance in Small and Medium Enterprises in Kenya. This study targeted the KPMG top 100 SMEs of 2014 in Kenya. A correlational research design was employed to investigate the relationship between the independent variable and the dependent variable. A stratified proportionate random sampling technique was used to obtain a sample of 226 out of a target population of 553 Managers. Data

was collected using MLQ structured questionnaire. Pearson's correlation,

multiple regression and Chi-square techniques were used to analyze the data.

The results showed that intellectual stimulation leadership behaviors and Employee Performance in SMEs in Kenya had a strong positive and significant correlation $r(194) = .722, p < .000$ and a positive and significant relationship ($\beta = .722, t(194) = 14.444, p < .000$). The study concluded that better employee performance is achieved when a leader encourages employees to

think critically in dealing with problems that they encounter in the course of their work, use their own initiative, and seek innovative methods to approach their work and assignments.

John, Susan and Gladys (2018) study investigated the effect of intellectual stimulation on organizational performance of State Corporations in Kenya. The study sought to find out whether intellectual stimulation as a facet of transformational

leadership style is required for improved organizational performance of State Corporation in Kenya. To meet the purpose of the study, relevant leadership theories and various leadership styles were reviewed thoroughly. Literature relating to intellectual stimulation leadership was reviewed, as well as literature relating to the dependent variable. The study adopted a descriptive research design where the use of measures of central tendency such as mean and standard deviation was employed.

The study obtained primary data from 165 respondents randomly selected from 8 randomly selected state corporations in Kenya using a structured and semi-structured questionnaire captured through a 5-point type Likert scale. Data on the performance of these 8 State corporations was collected from the division of performance contracting in the Ministry of Devolution and Planning. The questionnaires were self-administered using the drop and pick method. A pilot study was undertaken on the sample population. The questionnaire was subjected to overall reliability analysis of internal consistency. Statistical Package for Social Sciences (SPSS) version 21 was used for analysis to generate descriptive statistics and inferential statistics. Descriptive statistics included percentages and frequencies while the inferential statistics included a multiple linear regression model. Study results were presented in form of figures and tables. The study established a significant relationship between intellectual stimulation leadership and organizational performance of state corporations in Kenya. The study suggested that Cabinet Secretaries take priority concern of the critical role of intellectual stimulation as a key attribute of leaders appointed to head

State corporations in Kenya to transform the organizations.

Change, Teresia and Damary (2019) carried out a study on the influence of intellectual stimulation on employee engagement in parastatals in the energy sector in Kenya. The objective of this study was to investigate the influence of intellectual stimulation on employee engagement in parastatals in the energy sector in Kenya. Also, the study sought to determine the moderating influence of employee motivation on the relationship between intellectual stimulation and employee engagement. This study targeted the 10 parastatals within the energy sector in Kenya with a population of 315 middle-level managers. The study adopted a positivist research philosophy to examine the influence on intellectual stimulation on employee engagement and data was collected using structured questionnaires.

A correlational research design was conducted with the purpose of determining the strength of the relationship between parameters of intellectual stimulation and employee engagement. The findings showed that employee engagement has a statistical significant relationship with creativity and innovation, $r(166) = 0.540$, $p < 0.01$; job design, $r(166) = 0.452$, $p < 0.01$ and employee involvement, $r(166) = 0.512$, $p < 0.01$. Multiple linear regression analysis revealed that employee motivation positively and significantly moderates the relationship between intellectual stimulation and employee engagement, $R^2 = .409$, $F(2, 159) = 55.115$, $p < .05$; $\beta = 0.259$, $p < .01$. The study concluded that creativity and innovation, job design, employee involvement, and employee motivation positively enhance employee engagement.

Inspirational motivation and employees' commitment

Abu, Abu and Indra (2013) carried out a study on the role of transformation leadership style in motivating public sector employees in Libya. The dimensions were idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. A quantitative approach and a correlational research design were used in this study. Four hypotheses were proposed to test the relationship between the transformational leadership style dimensions and employee motivation. The research instrument was a structured questionnaire. The Multifactor Leadership Questionnaire (MLQ) was adapted to measure the different dimensions of transformational leadership style while motivation was measured using items drawn from preexisting questionnaires. Five public sector organizations in Libya were selected for the study. A total of 128 employees constituted the sample.

A convenience sampling technique was used to select the sample for this study. Multiple regression analysis was used to determine the relationship between transformational leadership dimensions and employee motivation. Intellectual stimulation, inspirational motivation and individualized consideration were found to be significantly related to motivation. Together they contributed 73.7% to the variation in motivation. Intellectual stimulation was found to contribute most to the variation (66.4%), followed by inspirational motivation (6.4%) and individualized consideration (0.9%). The relationship between idealized influence of managers and employee motivation was found to be not significant.

Choi, Wan, Tan and Low (2014)

examined the relationship between transformational leadership style and employee job satisfaction. An effective leader is one that command respect and trust by their followers. Four transformational leadership characteristics which include; idealized influence, inspiration motivation, intellectual stimulation and individualized consideration were discussed.

Transformational leaders perform in behavior that permits them to dole out as act models for their followers. They act in manners that inspire and stimulate those concerning them by bestowing challenge and meaning to their followers' work. They need to rouse their followers' efforts and wage distinct attention to every single individual follower's needs for development. Base on literature review, most previous studies confirmed that these characteristics are significantly related to employees' job satisfaction.

An empirical study was conducted in a Government Linked Company in Malaysia. 378 employees from 6 different departments are invited to be the respondents of this research. The number of completed surveys which were returned to the researcher was 255. This represents a return rate of 67.46%. The findings showed that only one of the four transformational leadership characteristics was found to have significant relationship with job satisfaction. Characteristic of individualized consideration was found to be contributed most in job satisfaction.

Farid, Tasawar, Shahid and Abdul (2014) carried out a study on the effect of Transformational Leadership on Employee Motivation in Telecommunication Sector in Punjab. It was found the relationship of dimensions of Transformational Leadership to Motivation. For this purpose, 400 questionnaires were distributed but 300

were returned back with 75% response rate because the remaining responses were not according to requirement. Due to outlier trimming 294 were used for analysis. Finally, it was concluded that there was a significant relationship between transformational leadership and employee motivation.

Individualized consideration and employees' job satisfaction

Mary, Damary and Teresia (2017) examined the influence of individualized consideration leadership behavior on Employee Performance in Small and Medium Enterprises in Kenya. The objective of this study was to investigate the influence of individualized consideration leadership behavior on employee performance in Small and Medium Enterprises in Kenya. This study targeted the KPMG top 100 SMEs of 2014 in Kenya. A correlational research design was employed to investigate the relationship between the independent variable and the dependent variable. Stratified proportionate random sampling techniques were used to obtain a sample of 226 out of a target population of 553 Managers. Data was collected using a closed ended questionnaire.

Pearson's correlation, multiple regression and chi-square techniques were used to analyze the data. The results showed that Individualized Consideration leadership behavior and Employee Performance in SMEs in Kenya had a strong positive and significant correlation $r(194) = .925, p < .000.$, and a positive and significant relationship ($\beta = .925, t(194) = 33.669, p < .000$). The study concluded that high performance is achieved when the leader recognizes employees' efforts, creates confidence, encourage self-development practices, effective

communication as well as mentoring and coaching.

Syed and Shehnaz (2017) conducted a study on leaders' individualized consideration and employees' job satisfaction. Individualized consideration is an important factor affecting organizational employees' job satisfaction. Many studies showed that individualized consideration of leadership has positive and significant influence on job satisfaction.

Based on a literature review and previous work, this study aimed to investigate the influence of Individualized Consideration on organizational job satisfaction. The findings of this study provided evidence that Individualized Consideration have significant positive influence on job satisfaction. The study suggested that if organizations heads demonstrate Individualized Consideration, it will be proven, highly effective to achieve employees' job satisfaction in their organizations.

Victor and Ogbulu (2022) studied idealized influence and employees' commitment. Additionally, this study examined how the individual factors of leadership can impact levels of employee commitment using idealized influence among the key components of transformational leadership. Intended influence entails encouragement of followers to raise their awareness of and elicit their commitment to the mission and vision of the organization. Idealized influence refers to the behaviors of a transformational leader that evoke in followers a sense of trust, admiration, respect, and the desire to emulate the leader.

This study looked at various attributes of idealized influence, which include ethical values, trust, role model and

risk-taking. The study concluded that in order to achieve employee commitment, idealized influence should be adopted. This study revealed that there was a positive relationship between idealized influence and employee commitment, implying that enhancement of idealized influence leads to better performance. The study recommends that leaders should express more enthusiasm to staff about what needs to be accomplished and continuously provide employees with an inspiring vision and mission to increase employee efforts in meeting and achieving set organizational goals and objectives.

Theoretical Framework

The underpinning theories to the study include the following;

Path-goal Theory (PGT) (Robert House, 1971–1996)

The path-goal theory also known as the path-goal theory of leader effectiveness or the path-goal model, is a leadership theory developed by Robert House an Ohio State University graduate, in 1971 and revised in 1996. The theory states that a leader's behavior is contingent to the satisfaction, motivation and performance of his or her subordinates. The revised version also argues that the leader engages in behaviors that complement subordinate's abilities and compensate for deficiencies. Path-goal theory is another important theory in the field of leadership research. This theory demonstrates how leaders motivate followers to get tasks completed (Northouse, 2007).

Based on various studies, the leader's main responsibility, according to the path-goal theory, is to promote the development of subordinates and to provide guidelines and recommendations based on the behavioral characteristics of the followers.

The path-goal theory's conviction is that this approach will ultimately fulfill the desired goals and objectives. Furthermore, House (1996) contended that the path-goal theory is the notion that individuals in positions of authority will be effective to the extent that they complement the environment in which their subordinates work by providing the necessary cognitive clarifications to ensure that subordinates expect that they can attain work goals and that they will experience intrinsic satisfaction and receive valid rewards as a result of work goal attainment.

According to Northouse (2010) path-goal theory highlights the relationship among leader's style, follower's characteristics, and the actual work. Path-goal theory indicates that the main responsibility of effective leadership is to focus on subordinates' needs and to leverage their abilities to achieve the organizational goals (Northouse, 2010). The path-goal theory has several positive features (Northouse, 2010). First, it provides a theoretical framework that helps in understanding different leadership styles that affect a follower's job satisfaction. Moreover, it attempts to assimilate the principle of motivation with leadership theory. House and Mitchell (1974) noted that a leader's behavior might vary at times and range from being a directive leader, a supportive leader, a participative leader and many times an achievement-oriented leader. According to directive leadership, leaders should provide their expectations to the subordinates. Directive leaders offer clear directions and formulate solid strategies.

A directive leader's job is to help subordinates by providing them with recommendations and directions to achieve the desired goal. To make this approach work, it is essential that they leaders determine where subordinates are on the

developmental continuum and adapt their leadership style, so they directly match their style to that developmental level (Northouse, 2010). Supportive leadership describes leaders who are approachable, friendly, and caring. Supportive leaders also pay attention to building a pleasant and healthy work environment. Participative leadership characterizes leaders who share the vision of the organization, consult with subordinates, ask for ideas and opinions, and take them into consideration. Achievement-oriented leadership characterizes leaders who challenge and encourage their subordinates to accomplish work at the highest possible level.

Application of Behavioral Theory (BT) to the study

The study reviewed several theories that support the study but among the theories reviewed, the study adopted behavioral theory propounded by American psychologist John B. Watson in (1878–1958). The theory was adopted as the prime theory because the main thrust of the theory supports the framework of the study. Behavioral theory is a model that highlights the performance, behavior of leaders and the description of their actions including the way they conduct themselves, the manner in which they approach their jobs and the magnitude in which their actions can affect their subordinates.

The two core behavior styles namely; task behavior and relationship behavior. Task behavior is concerned with structure, providing clear guidelines for subordinates and supporting the achievement of tasks taken by the group while relationship behavior assists members in building a suitable environment for their work. Using these two approaches leads to important results, such as enhancing subordinates'

performance, increased satisfaction toward job, and increased satisfaction toward organization. The author also believed that the organizational objectives that managers try to achieve are centered on workload, attention to policy, product development, sale volume and process issues. Furthermore, providing employees with instructions and guidelines will encourage them to feel comfortable, motivated, and able to collaborate with others to achieve good results as the increased business competitiveness and the need for the most effective use of human resources have led to an increased focus on the ability of leaders to revitalize the organization.

Methodology

In this study, survey design was adopted because it is majorly used to obtain accurate data based on the opinion of the respondents and the researcher used mainly primary data to obtain information from the respondents. The researcher used mainly primary source of data to obtain information from the respondents. The population of this study was two thousand, three hundred and fifty-one (**2,351**) obtained from the fifteen (15) selected manufacturing firms in South East, Nigeria. The sample size of the selected manufacturing firms in South East, Nigeria was three hundred and forty-two respondents (**342**). Sampling is used to select a portion of the population to represent the entire population. A stratified sampling method was adopted to give every member of the staff' equal chance of being selected and therefore made the sample a representative one.

The questionnaire was designed in a five (5) point Likert scale structure which

consisted of closed-ended questions that would be easier for the respondents to answer because of the fixed presentation of questions and responses. Each item required the respondent to indicate the frequency of his or her various opinions under Strongly Agree (SA) =5, Agree (A) =4, Undecided (UN) =3, Disagree (D) = 2 and Strongly Disagree

(SD) =1. Very Large Extent=VLE (5), Large Extent=LE (4), Undecided= UN (3), Low Extent= LOE (2) and Very Low Extent=VLOE=1. Analysis of Variance (ANOVA) and regression model was employed to test the hypotheses of the study

Data Presentation and Analysis

Table 1: Examine the effect of intellectual stimulation on employees’ innovation skills of selected manufacturing firms in South East, Nigeria.

RESPONSES	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	Std. Dev.
Stimulating workers ability to identify and solve problems creatively enhances their productivity	149	92	16	18	11	1208	4.2	.062
Educated and well-informed leaders promote organizational image	138	111	13	10	14	1207	4.2	.027
Collaborative leaders motivate and reinforce employee’s positive behavior	133	119	14	11	9	1214	4.2	.946
Encouraging employees to be innovative without being criticized influences their performance	121	134	12	8	11	1226	4.3	.939

Source: Field Survey, 2024

Decision Rule

If Mean < 3.5, the extent is not high or the respondents do not agree

If Mean ≥ 3.5, the extent is high or the respondents agree

Table 1 showed the effect of intellectual stimulation on employees’ innovation skills of selected manufacturing firms in South East, Nigeria. The decision

rule mean score of \bar{x} 3.00 was used to take decision on all the five (5) points likert scale. Majority of the respondents with the highest mean scores of 4.3, 4.2, 4.2 and 4.2 respectively strongly agreed that encouraging employees to be innovative without being criticized influences their performance, collaborative leaders motivate and reinforce employee’s positive behavior,

stimulating workers ability to identify and solve problems creatively enhances their productivity while educated and well-

informed leaders promote organizational image.

Table 2: Evaluate the effect of inspirational motivation on employees’ commitment of selected manufacturing firms in South East, Nigeria.

RESPONSES	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	Std. Dev.
Openness and communication improve employee’s engagement	129	102	28	13	14	1177	4.1	.078
Personal integrity enhances employees’ job commitment	133	109	19	12	13	1195	4.2	.039
Process and professional transparency boost employees’ productivity	122	131	8	11	14	1194	4.2	.011
Leaders focusing on collective value and the task at hand promotes organizational efficiency	148	112	10	9	7	1243	4.3	.884

Source: Field Survey, 2024

Table 2 showed the effect of inspirational motivation on employees’ commitment of selected manufacturing firms in South East, Nigeria. The decision rule mean score of \bar{x} 3.00 was used to take decision on all the five (5) points likert scale. Majority of the respondents with the highest mean scores of 4.3, 4.2, 4.2 and 4.1

respectively strongly agreed that leaders focusing on collective value and the task at hand promotes organizational efficiency, personal integrity enhances employees’ job commitment, process and professional transparency boost employees’ productivity while openness and communication improve employee’s engagement.

Table 3: Determine the degree to which individualized consideration boost employees’ job satisfaction of selected manufacturing firms in South East, Nigeria.

RESPONSES	VLE 5	LE 4	UN 3	LOE 2	VLOE 1	TOTAL	MEAN	Std. Dev.
Mutual partnership between leaders and subordinates that forms trust and loyalty	127	99	23	17	20	1154	4.0	.181

improve performance	firms'								
Aligning organizational objectives with vision using skills, abilities and requirements boost firms market share		133	97	21	18	17	1169	4.1	.150
Leaders that paid more attention to every follower's developing requirement and good individual relationship promote employees' commitment		129	111	19	14	13	1187	4.2	.051
Strengthen the relationship and bond between leaders and employees enhance work engagement		119	128	19	9	11	1193	4.2	.964

Source: Field Survey, 2024

Table 3 showed the degree to which individualized consideration boost employees' job satisfaction of selected manufacturing firms in South East, Nigeria. The decision rule mean score of $\bar{x}3.00$ was used to take decision on all the five (5) points likert scale. Majority of the respondents with the highest mean scores of 4.2, 4.2, 4.1 and 4.0 respectively strongly agreed that strengthen the relationship and bond between leaders and employees

enhance work engagement, leaders that paid more attention to every follower's developing requirement and good individual relationship promote employees' commitment, aligning organizational objectives with vision using skills, abilities and requirements boost firms market share while mutual partnership between leaders and subordinates that forms trust and loyalty improve firms' performance.

Test of Hypotheses

H0₁: Intellectual stimulation has no significant effect on employees' innovation skills of selected manufacturing firms in South East, Nigeria.

Table 4: Regression analysis on intellectual stimulation and employees' innovation skills

Variable	Parameters	Coefficient	Std error	T – value
Constant	β_0	1.141	0.067	6.099
IS (X ₁)	β_1	0.748	0.015	4.161**

R-Square	0.832
Adjusted R – Square	0.830
F – statistics	39.990***

Source: Field Data, 2024

Table 4 showed the coefficients of intellectual stimulation and employees’ innovation skills. The coefficient of multiple determination (R^2) was 0.830 which implies that 83.0% of the variations in dependents were explained by changes in the independent variable while 17.0% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study

which is statistically significant at 1% probability level.

The coefficient of intellectual stimulation was statistically significant and positively related to employees’ innovation skills at 5 percent level (4.161**). Therefore, we reject null hypothesis and accept the alternative hypothesis that intellectual stimulation has a significant effect on employees’ innovation skills of selected manufacturing firms in South East, Nigeria.

H0₂: Inspirational motivation has no significant effect on employees’ commitment of selected manufacturing firms in South East, Nigeria.

Table 5: Regression analysis on inspirational motivation and employees’ commitment

Variable	Parameters	Coefficient	Std error	T – value
Constant	β_0	2.424	0.071	6.943
IM (X_1)	β_1	0.862	0.017	3.491**
R-Square		0.810		
Adjusted R – Square		0.805		
F – statistics		29.286***		

Source: Field Data, 2024

Table 5 showed the coefficients of inspirational motivation and employees’ commitment. The coefficient of multiple determination (R^2) was 0.805 which implies that 80.5% of the variations in dependents were explained by changes in the independent variable while 19.5% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

The coefficient of inspirational motivation was statistically significant and positively related to employees’ commitment at 5 percent level (3.491**). Therefore, we reject null hypothesis and accept the alternative hypothesis that inspirational motivation has a significant effect on employees’ commitment of selected manufacturing firms in South East, Nigeria.

H0₃: Individualized consideration does not boost employees’ job satisfaction of selected manufacturing firms in South East, Nigeria.

Table 6: ANOVA test on individualized consideration and employees’ job satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.281	2	47.641	486.133	0.000
	Residual	27.759	284	.098		
	Total	123.040	286			

Source: Field Data, 2024

Table 6 ANOVA result on individualized consideration and employees' job satisfaction shows f- statistics = 486.133, mean square of 47.641 with p- value = 0.000 < 0.05% significance level, we therefore reject null hypothesis and accept the alternative hypothesis which states that individualized consideration boost employees' job satisfaction of selected manufacturing firms in South East, Nigeria.

Summary of Findings

- i. Intellectual stimulation has a positive and significant effect on employees' innovation skills of selected manufacturing firms in South East, Nigeria ($R^2 = 83.0\%$, t-value = 4.161** at 5 percent significant level). The R^2 (0.830) which is an indication of the coefficients of determination gives approximately 83% which means that 83% (dependent variable) employees' innovation skills can be explained for by intellectual stimulation variables used in the organization while the remaining 17% of the employees' innovation skills can be determined by other variables outside this study's focus.
- ii. Inspirational motivation has a positive and significant effect on employees' commitment of selected manufacturing firms in South East, Nigeria ($R^2 = 80.5\%$, t-value = 3.491** at 5 percent significant level). The R^2 (0.805) which is an

indication of the coefficients of determination gives approximately 81% which means that 81% (dependent variable) employees' commitment can be explained for by inspirational motivation variables used in the organization while the remaining 19% of the employees' commitment can be determined by other variables outside this study's focus.

- iii. Individualized consideration positively and significantly boost employees' job satisfaction of selected manufacturing firms in South East, Nigeria (f- statistics = 486.133, mean square = 47.641 with p- value = 0.000 < 0.05% significance level). The p-value is 0.000 which is less than 0.05 and the F statistics of 486.133 also implies that the model is fit and positively significant.

Conclusion

Based on the observations and empirical evidence, this research observed that all the employed three indicators of transformational leadership style such as; inspirational motivation, intellectual stimulation and individualized consideration were directly linked to the effectiveness of manufacturing firms. The results of this study concluded that intellectual stimulation has a significant effect on employees' innovation skills, inspirational motivation has a significant effect on employees' commitment, individualized consideration boost employees' job

satisfaction, idealized influence enhances employees' motivation while there is a positive and significant relationship between transformational leadership style and firms' creativity of selected manufacturing firms in South East, Nigeria.

Recommendations

- i. In order to enhance intellectual stimulation, management of the selected manufacturing firms should improve on provision of an environment conducive to innovation, encourage employee creativity, allow employees to make independent decisions to improve performance, empower and educate employees.
- ii. Management of the selected manufacturing firms should regularly work on enhancing the employees morale with inspirational words and actions as these will develop employees strong sense of confidence to work harder towards achieving better organizational performance.
- iii. Management of the selected manufacturing firms should continuously advance exploration on aspects of job satisfaction which incorporate management style, salary, welfare, praise, promotion, recognition, retention, job security, empowerment, coworker, structure, work circumstances and other features.

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