

TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, ORGANIZATIONAL TENURE AND PERFORMANCE OF TEACHERS IN PUBLIC SECONDARY SCHOOLS IN NORTHEASTERN KENYA

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Paper type: On-going Research paper

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Abstract

Employee performance is a pertinent aspect because it is one of the key indicators of team and company performance; it contributes to the competitive ability of companies and productivity. Although previous studies have focused on assessing the individual relationship between transformational Leadership, organisational culture and organisational tenure on organisational performance, less research has been carried out on the combined relationship of the aforementioned variables. The general objective of this study is to find out the significance of Transformational leadership, organisational culture, and organizational tenure on employee performance of the Teachers Service Commission employed public secondary school teachers in North Eastern Kenya. The specific objectives of the study are to establish the relationship between Transformational leadership and employee job performance, to evaluate the mediating effect of organizational culture in the relationship between transformational leadership and employee performance, to examine the moderating role of organisational tenure in the relationship between transformational leadership and employee job performance and to establish the joint effect of transformational leadership, organisational culture, and organisational tenure on employee job performance. This Study is hinged on the transformational leadership theory, theory of organisational culture and effectiveness, a modified career-stage model, and the Individual work performance model. The positivist research philosophy has been adopted, whereby hypotheses have been formulated and they will be rejected or not rejected based on the field results. The study has adopted the cross sectional research design and has targeted 1187 teachers in all the 86 public secondary schools in North Eastern Kenya. The Cachran's sample size formula has been used to determine the sample size. A sample size of 25% of the teachers, totalling to 290 have been selected using stratified random sampling. Primary data will be collected using closed-ended standardized questionnaires using drop and pick up method. The study will use the Cronbach's alpha to test scale reliability while content validity was done by experts in the area under study and construct validity will be achieved through factor analysis. Primary data will be analysed using both descriptive statistics like, percentages, means and graphs and inferential statistics where data collected from a sample of the population will be used to generalize on the entire population. Linear and multiple regression analysis will be used to test the study hypotheses. Since the research is ongoing, findings and conclusions in this paper are based on content analysis.

Key words: Contextual and counterproductive performance, Organisational culture, Task performance, Transformational Leadership,

Introduction

In today's competitive milieu, the success of any organisation is largely dependent upon its employees (Rafiq, Wu, Chin & Nassir, 2019; Chin, Liu & Yang, 2016). Employees are the valuable assets (Pareek & Rao, 2007), which are unique and can generate sustainable competitive advantage through innovative ideas (Barney, 1991; Lippman & Rumelt, 1982; Ward, Grudnoff, Brooker & Simpson, 2013). In order to encourage employees to come up with new innovations, leaders, who can lead these human resources efficiently are needed (Certo & Certo, 2006; Liaw, Chi, & Chuang, 2010; Shanker, 2012; Chuang 2013).

Individual work performance is one of the main indicators for team and company performance, and thus it contributes to the productivity and competitive ability of companies (Koopmans, 2014).

Campbell, McHenry, and Wise (1990) state, that job performance is a behaviour or action relevant to the organizational goal. Successful managers have gradually appreciated that employee performance is a strategic imperative. Today, employee performance carries more significance than ever before (Md. Al-Amin 2017; Linjuan, citing Kim & Rhee). Similarly, Koopmans (2014) posits that Individual work performance is one of the main indicators for team and company performance, and thus it contributes to the productivity and competitive ability of companies.

The transformational leadership style is a democratic way that involves employees in the decision making process, (Nave, 2005; Mihai, Schiopoiu, & Mihai, 2017). In a service environment of work, subordinates prefer the transformational leadership style as a more appropriate style of leading, as they feel comfortable which leads to greater motivation levels at work (Breevaart, Bakker, Hetland, Demerouti, Olsen & Espevik, 2014). Transformational leadership is concerned with emotions, values, ethics, standards and long-term goals. It is an exceptional form of influence that moves followers to accomplish more than what is usually expected of them (North house 2016).

Denison (1995) posits that Organizational culture is the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviours that both represent and reinforce those basic principles”.

Leaders act as culture builders because they create, change and develop an organization's culture (Kim, 2012). Organizational culture refers to the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviours that both represent and reinforce those basic principles (Denison 1995). It influences how people in an organization feel, think and act and has been said to be the secret behind the highly successful Japanese companies (Alvesson, 2012).

There are several definitions of organizational tenure in literature, however tenure is commonly defined as the total length of time an individual is employed within a given organization (Groth et al., 2002). Woods citing Ng and Feldman (2013), defines tenure as the “the length of employment in an organization.” Studies have found significant variations while examining the relationship between tenure and innovative work behavior (Ng and Feldman, 2013), with innovation increasing with tenure for some individuals, and decreasing for others.

Statement of the problem

This study is premised on the assumption that Transformational leadership, organisational culture and organisational tenure are some of the factors that could influence employee performance. In a school setting, several other factors including qualified and committed teachers also influence teacher performance (Badenhorst & Koalepe, 2014). As much as other factors could be affecting the performance of teachers in North Eastern Kenya, the question here is, could it be that the leadership, organisational culture and organisational tenure are also affecting performance of teachers and indirectly affecting the performance of students in North eastern Kenya? Therefore this study focuses on investigating whether the above mentioned variables have some significance on the performance of teachers in public secondary schools in North Eastern Kenya.

The General objective of this study is to establish the relationship between Transformational leadership, organisational culture, and organisational tenure in the employee performance of secondary school teachers of North Eastern Kenya.

Specific objectives are:

- (i) To establish the relationship between Transformational leadership and employee performance.
- (ii) To examine the mediating effect of organizational culture on the relationship between transformational leadership and employee performance.
- (iii) To evaluate the moderating role of organizational tenure on the relationship between transformational leadership and employee performance.
- (iv) To assess the combined effect of transformational leadership, organisational culture and organisational tenure on employee performance

Significance of the Study

Theoretical contributions to the existing body of knowledge will be advanced in leadership, organizational culture, organisational tenure and employee performance. Specifically, it will add to the existing empirical evidence from a developing country such as Kenya because less research has been carried out in the area under study. Secondly, the Teachers Service Commission (T.S.C) and the Ministry of Education may consider diversifying teams to comprise of the highly tenured and lowly tenured employees when posting employees and including this in their policies. In addition, the study will help Principals in North Eastern Kenya to increase their understanding in how to work with teachers assigned to them, mentor, coach, inspire and encourage positive culture in their schools. They will also learn how to minimize counterproductive behaviours from teachers. Teachers will benefit from the mentoring and inspiration from their principals, as well as be encouraged to explore their innovative capabilities. Lastly, the study will kindle further research in the area under study.

Study hypotheses

H₁: There is no significant relationship between transformational leadership and employee performance.

H₂: There is no significant mediating effect of Organisational culture on the relationship between transformational leadership and employee performance.

H₃: There is no significant moderating role of Organisational tenure on the relationship between transformational leadership and employee performance.

H₄: The combined effect of Transformational leadership, organisational culture and organisational tenure is not significantly different from the independent effect on the variables.

LITERATURE REVIEW

This chapter presents the theories that will be used in the study for each variable. Then, an empirical review of previous studies in order to identify and explain the literature gaps of the study and show the importance of the study problem done. Finally, hypotheses will be formulated and a conceptual framework based on the hypotheses will be provided at the end of the chapter and operationalization of study variables and research gaps done.

Theoretical Literature Review

Individual work performance Model: Koopmans (2014) and Campbell (1990), define Individual Work Performance (IWP) as “behaviours or actions that are relevant to the goals of the organization.” Performance is a multicomponent concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioral engagements from an expected outcome aspect (Borman, & Motowidlo, 1993). The outcome aspect is about the consequence of individual's job behaviour (Campbell, 1990).

In their research on performance, Sonnetag and Frese 2002, follow the suggestion of Campbell et al. (1993) and refer to the behavioural aspect when they refer to performance. Similarly, Koopmans (2013) came up with a generic, three-dimensional model that identified, three individual work performance constructs namely; task performance, contextual performance, and counterproductive work behaviour based on Campell et al's definition of performance. Further, Koopman et al (2011) proposed that task performance is the proficiency with which a person performs a central job task, or that person's technical proficiency. Secondly Contextual performance refers to individual behaviours that support, social and Psychological environment in which the technical core must function or the behaviours that go beyond the formally prescribed work goals. This includes taking up extra tasks and coaching new comers. Lastly, Counterproductive behaviours which are behaviours that harm the organisation including absenteeism and being late for work. Various scales have been developed to measure the dimensions of IWP. This includes the scale developed by,

Williams and Anderson (1991) which measured behaviors such as task performance (adequately completing assigned duties, fulfilling prescribed responsibilities), and contextual performance (performing tasks that are expected of the employee). Podsakoff and MacKenzie (1989) concentrated on measuring contextual performance. On the other hand Bennett and Robinson (2000); and Spector et al., (2006) developed Scales used to assess Counter productive work behaviour (CWB).

The three dimensions of individual work performance as identified by Koopman (2014) are preferred by the researcher as compared with the other models because of its generic form (it is more comprehensive and concentrates on all the three recognized performance behaviour aspects; task performance, contextual and counterproductive behaviour). The research will focus on the behavioural perspective of performance proposed by Koopmans (2014). The Koopman's IWPQ will be used to collect primary data.

Transformational leadership theory: The transformational leadership style was first coined by Downton (1973), after that, a political sociologist Burns (1978) in his classic work made an effort to relate the roles of leadership and followership. The study viewed leaders as people who make use of the motives of followers in order to reach the goals of leaders and followers; Leadership is inseparable from followers' needs (North house 2016). Therefore, Burns (1978), posits that Transformational leadership results from one or more people engaging with one another in a manner that leaders and followers raise one another to greater heights of motivation and morality. Bass (1985) added to the earlier concepts of Burns (1978) in his attempt to explain how transformational leadership could be measured, as well as how it impacts follower motivation and performance by coming up with the four dimensions of transformational leadership.

The dimensions of transformational leadership as proposed by Bass (1985) are idealized influence which refers to the extent to which a leader is perceived as charismatic and as a role-model, intellectual stimulation which represents the tendency to encourage followers to think outside the box and question assumptions (Bass & Riggio, 2006, Humphreys & Walter, 2003), inspirational motivation which reflects the formulation of an attractive vision of the future and individualized consideration, which helps in creating better relationships with the followers and motivate the employees for better performance (Dubinsky et al., 1995). As indicated above, the other competing theories of the new leadership approach namely the charismatic leadership and visionary leadership form part of the Transformational leadership theory. Further various Leadership styles have been revealed by Literature however, transformational leadership (TL) is one of the most used styles in organizations to manage change. Many studies have proved that high productivity, a decrease in the rate of job leaving, high levels of job satisfaction are all due to transformational leadership (Deluga, 1992; Marshall et al., 1992; Masi and Cooke, 2000; Medley and Larochelle, 1995; Sparks and Schenk, 2001).

Thus the researcher preferred the transformational leadership theory by Bass (1985) in order to have a more in depth analysis of the independent and dependent variable; to find out the relationship between the four dimensions of transformational leadership and employee performance when mediated by organisational culture and moderated by the organisational tenure. The MLQ Form 5X updated by Bass and Avolio (2004) questionnaire will be used to collect primary data.

Theory of organizational culture and effectiveness: The theory of organizational culture and effectiveness was developed and empirically supported by Denison and Mishra, (1995). This theory, identifies four cultural traits that are positively associated to organizational performance, namely involvement and participation, consistency and normative integration, adaptability, and mission. The model provides a systems approach to impacting organizational effectiveness (Denison, 2000). By focusing on the system as a whole, organizations may concentrate on structures that encourage efficient operations improvement with respect to their mission and the interaction among employees (Denison & Mishra, 1995). The four cultural traits in the theory of organizational culture and effectiveness are explained as indicated below. To begin with, involvement and participation has been used by effective organizations to empower their employees, build their organizations around teams, and continuously develop their capacity at all levels. Involving employees in the activities of the organization is critical. (Denison, 2000). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization and people at all levels feel that they have at least some input into decisions that will affect their work. (Spreitzer, 1995). Secondly, consistency refers to the existence of organizational systems and processes that promote real alignment and efficiency over time. Organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated, and well integrated. (Saffold, 1988). Consistency reflects the existence of core values and systems that provide source of integration, coordination and control (Elkordy, 2013). Thirdly, adaptability is the organization's capacity for internal change in response to external conditions (Denison & Mishra, 1995). Such organisations are very flexible and easy to change in the ways they do their activities. Therefore, different parts of the organization are expected to cooperate to

create change. (Fey & Denison, 2003). Adaptable organisations are able to read the business environment, quickly react to current changes and anticipate future ones (Denison, 2000). Lastly, mission refers to the degree to which an organization is clear on the reason it exists and where it is headed to (Fey & Denison, 2003). Effective organizations follow a mission containing economic and non-economic objectives that provide a road map and meaning for their employees (Denison & Mishra, 1995). Organizations that pursue a mission have goals, a clear sense of purpose, direction, and a vision for the future (Fey & Denison, 2003). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture (Mintzberg, 1987).

The current research will be based on Dennison's (1990) model which is behaviourally based, was designed and created within the business environment, uses business language to explore business-level issues, is applicable to all levels of the organization (Denison et al 2004). This is opposed to the other culture models such as Schein's, 1985 model that is psychologically and personality based, often use non-business language which must be converted through interpretation to the business context and ; little if any research has been conducted placing cultural elements in relation to performance . The Organizational Culture Inventory (OCI; Cooke and Lafferty, 1989) will be used to collect primary data.

Career stage theory: There are several definitions of organizational tenure in literature, however tenure is commonly defined as the total length of time an individual is employed within a given organization (Zhiqinag et al 2016; Groth et al., 2002). Woods citing Ng and Feldman (2013), defines tenure as the “the length of employment in an organization.” Reilly and Orsak (1991) and Aryee et al. (1994) referring to Super's (1957) career-stage model, proposed that firstly, when employees are in the early stage of their career they are keen to identify their interests and capabilities, they achieve a sense of mastery, and then gain acceptance; secondly, employees in the middle career stage are keen to advance and grow professionally; and thirdly, later-career-stage employees are keen to involve themselves in challenging work assignments and more generally assume responsibility for mentoring others. According to Super (1980), employee career development is a dynamic process, including three different stages categorized as “early tenure” – less than one year; “middle tenure” – one to nine years; and “later tenure” – more than nine years. Employees who are in different stages will adopt different strategy accordingly. Thus, there may be differences in terms of innovative behaviour for employee with different organizational tenure. There are essential differences among the concepts of organizational tenure, position tenure, team tenure and status hierarchy, as much as they appear to be the same. Employees who have worked in an organization for a long period of time may only have short position or team tenure, particularly if they have frequently transferred or promoted over the years (Zhiqinag et al 2016).

Majority of prior studies have measured organizational tenure as a continuous variable (i.e. years of employment (Chen, Shih & Yeh, 2011; Karatepe, Kilic, & Isileksel, 2008). For example Ng and Feldman (2010) and Zhiqinag et al 2016), categorized organisational tenure based on the proposition that on average, the half-life of knowledge is 5 years approximately; the career stagnation period of knowledge workers is about 3 to 5 years. Similarly, the U.S. Bureau of Labor Statistics reported that the average organizational tenure was 5.4 years. So in their study , they used 5 years as a dividing line to classify organizational tenure into three categories: <5 years represents a short-tenure, 5-10 years represents a medium-tenure, >= 10 years represents a long-tenure. .

The current study in line with previous studies adopt Reilly and Orsak (1991) and Aryee et al. (1994) career stage Model. In addition it will use Ng and Feldman (2010) and Zhiqinag, Liang & Peng (2016) categorization of organisational tenure as <5 years represents a short-tenure, 5-10 years represents a medium-tenure, > = 10 years represents a long-tenure. Previous studies have found varying relationships between employee tenure and performance and the researcher hopes to find the moderating effect of organisational tenure on the relationship between transformational leadership and employee performance in a population comprising of TSC employed secondary school teachers.

Empirical literature review

Transformational leadership and employee performance: Md. Al-Amin, (2017) found out that transformational leadership behaviours are positively related with employee performance. Several Studies have demonstrated that principals' leadership styles have a great impact on the working atmosphere in a school (Kiboss & Jemiryott, 2014). Breevaart et al., (2014) posit that in a service environment of work, subordinates prefer the transformational leadership style as a more appropriate style of leading, as they feel comfortable which leads to greater motivation levels at work. Transformational leadership style is more engaging and it improves employee motivation (Zareen et al. 2015). Principals are the force behind successful schools because they manage the teaching process and learning environment (Leithwood & Mascall, 2008; Okoko, Scott & Scott, 2015).

A study carried out in 269 manufacturing firms in Thailand by Sattayaraksa and [Boon-itt](#) (2018) found out that idealized influence, inspirational motivation, intellectual stimulation and individualized consideration had significant positive association with both employee job satisfaction and employee job performance. Similarly, in a recent study held in Netherlands on the implementation of the youth care system de Vries and Wolbink, (2018), concluded that the introduction of a transformational style of leadership in youth care organizations is helping managers in dealing with the collision of professionalism, market and bureaucracy and its resulting challenges, and has contributed to the actual transformation of the Dutch youth care system. Kwanya and Stilwell (2018) studied the effectiveness of leadership styles among academic and research librarians in Eastern and Southern Africa. They found out that the leadership style of academic and research library leaders in South Africa and Kenya have a great influence on the libraries' meeting their goals.

Nguni, Sleeper & Denessen (2006) studied the effect of transformational and transactional leadership styles on teacher's job satisfaction, organizational commitment and organisational citizen behaviour in primary schools in Tanzania. They posit that, although very closely related constructs, transformational leadership had a stronger positive and statistically significant effect on the teacher job satisfaction and organizational commitment. Mbithi, K'obonyo & Awino (2016) found out that transformational leadership behaviour of the top leadership of universities in Kenya led to high employee performance and organisational effectiveness. The current study, as evidenced by previous research that leadership contributes to performance seeks to advance on previous studies on transformational leadership and employee performance, specifically in the African setting, in North eastern Kenya.

Organisational culture and employee performance: An organisation's underlying values, beliefs and principles that serve as a foundation for its management system, as well as the set of management practices and behaviours that both represent and support those basic principles is what is referred to as organisational culture. These principles and practices have meaning for the members of an organization because they represent survival strategies that have worked well in the past and that the members believe will work again in the future (Denison 1995). Organizational culture has also been defined as some kind of collective mental programming that distinguishes members of one organization from members of another organization, with own solutions or elements on how to act in certain situations ([Nicodim & Bucăța](#), 2015). The culture of an organization is thought to be complexly related to its leadership, particularly its upper management leaders (Belias & Koustelios, 2014; Schein 2004). In addition, organisational culture means how individuals within a particular group think and value the reality in similar ways which is different from that of people in different groups (Alvesson & Sveningsson, 2015). The top management sets the tone, atmosphere and philosophy of the organization through the use of organizational stories, rites and rituals, symbols, slogans and other cultural elements (Almansour, 2012; Waldman and Yammarino, 1999).

In order to explore the relationship between organizational culture and effectiveness Denison and Mishra (1995) used case studies and survey data and based their studies on four traits of organizational cultures i.e. involvement, consistency, adaptability, and mission. Qualitative case studies of five firms were used to identify the traits and the nature of their linkage to effectiveness in the first study. The second study, a quantitative study provided an exploratory analysis of CEO perceptions of four traits and their relation to subjective and objective measures of effectiveness in a sample of 764 organizations. The results of their studies revealed that culture may indeed have an impact on effectiveness. They found out that Organizational culture is measurable and is associated to important organizational outcomes.

In another study, Luqman, Ojo, Abiola_ Falemu & Ibronke (2016), carried out a research in the Nigerian construction industry on the impact of rework and organisational culture on project delivery. The research adopted mixed method research using both quantitative and qualitative approaches to elicit information. Exploratory factor analysis, descriptive statistics and multiple regression analysis were used to establish the influence of organisational culture on rework. The researchers inferred that poor management practices and lack of teamwork greatly caused poor project delivery due to rework occurrence. A study held in Kenya by Owino and Kibera (2019) sort to study the influence of organizational culture on the performance of microfinance institutions in Kenya. Their study found out that market culture is a good statistical predictor of market performance and financial leverage. They posit that culture is unique to each organization, it can neither be mimicked nor destroyed by competitors. Culture brings a differentiating advantage that forms a foundation for building competitive advantage.

Previous studies have found out that the two dimensions of organizational culture, namely, humane and achievement orientations are predictors of effectiveness within business organizations (Cooke & Szumal, 1993; Xenikou & Simosi, 2006). According to House et al (2004), humane orientation of culture refers to how much an organisation emphasizes sensitivity to others, social support, and values. Similarly, Eyal and Roth (2011) posit that Humanistic orientation reflects the human relations movement in the workplace and is characterized by cooperation among organizational

members, emphasis on teamwork, employees' self-actualization and empowerment, development of people's creative potential, constructive interpersonal relations and social support. Achievement orientation involves assumptions, values, goal setting, organizational objectives, and emphasis on effectiveness. Achievement culture characterizes organizations that encourage their employees to experiment, put new ideas into action and value members who set and accomplish their own goals (Cooke and Szumal, 1993).

Therefore just as previous studies have found out that the two dimensions of organizational culture, namely, humane and achievement orientations are predictors of effectiveness within business organizations (Cooke & Szumal, 1993; Xenikou & Simosi, 2006), the researcher prefers to focus on the two orientations of culture. Denison's (1995) definition of organisational culture blends well with the achievement and humanistic orientations of organisational culture which have been proven to represent a set of management practices and behaviours associated with performance. It entails, Involvement, consistency, adaptability and mission cultural traits.

Organisational tenure and employee performance: Kim et al (2016) in their research explored the moderating role of organizational tenure in the relationship between abusive supervision and employees' knowledge sharing behaviour. They carried out two independent studies in South Korea, and found evidence that there was a negative relationship between abusive supervision and employees' knowledge sharing behaviour. Further, they found out that longer organizational tenure strengthened the relationship more. Steffens, Shemla, Wegge, & Diestel (2014) carried out a research in a large financial services consulting company in Germany that provided the data from the company's personnel records. Their research revealed that there was a negative relationship between abusive supervision and employees' knowledge sharing behaviour. Additionally, the above-mentioned relationship was strengthened for those with longer organizational tenure. Rafiq (2019) sort to re-examine the moderating effect of career stage on the relationship between job embeddedness and innovation related behaviour from a sample of 310 Chinese employees and found out that there was a positive relationship between individual productivity and firm performance.

Woods, Mustafa, Anderson & Sayer (2018) sort to study the moderating effects of tenure on the associations of traits and IWB, based on the trait-activation theory. It was found out that highly conscientious employees were less innovative, the more experienced they became in their roles, whereas highly open employees generated more ideas the longer they worked in their role. On the other hand, Nishant Uppal (2015) researched on the "Uncovering curvilinearity in the organizational tenure-job performance relationship: a moderated mediation model of continuance commitment and motivational job characteristics. A two-wave longitudinal study with a 14-month time interval was done with employees from 13 different public sector organizations operating in India. They comprised of engineers, field staff, auditors, accountants, recruiters, payroll executives and technicians from various departments. The researcher found out a curvilinear relationship between the organizational tenure-job performance relationship in a moderated mediation model of continuance commitment and motivational job characteristics.

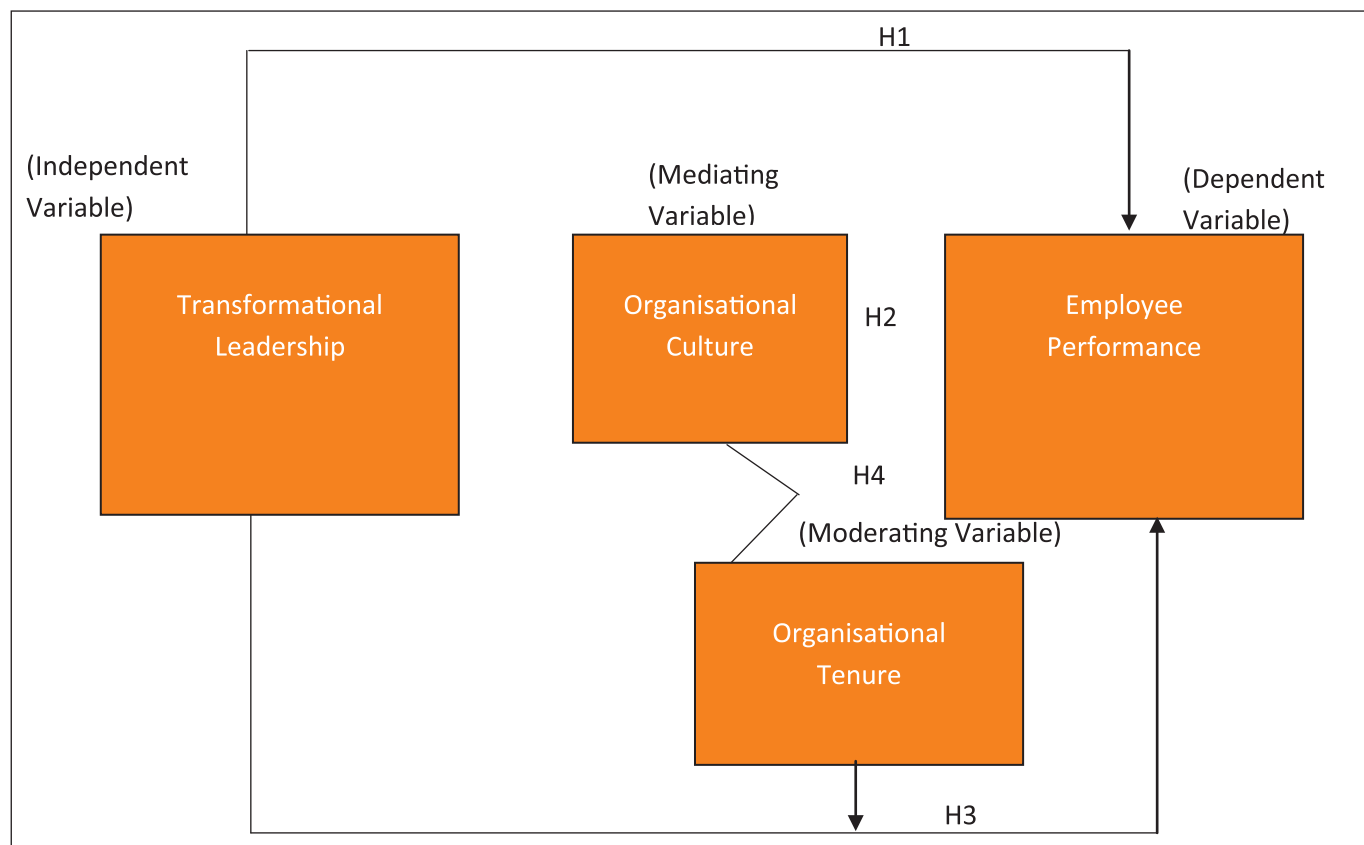
Based on these findings it can be inferred that there is no uniform pattern of performance changes over time. Performance changes over time are not constant across individuals. In a study that was held in Kenya aimed at investigating board composition and capital structure by Tarus and Ayabei (2016), the findings revealed that CEO tenure moderates the relationship between board composition and capital structure, and that the more entrenched the CEO is, the less effective the board will be in capital structure decisions. They recommended that there should be term limits for CEOs, particularly in emerging markets, so as to avoid the possibility of imposing decisions on the board.

The career stage theory by Super (1957, 1980, 1990) originally proposed that employees progress through different stages in their career: exploration and establishment (early career), maintenance (mid-career) and disengagement (late career). Each stage is endowed with unique foci and psychological adjustments (Pogson, Cober, Doverspike, & Rogers 2003; Low, Bordia, & Bordia 2016; Carlson and Rotondo, 2001), which are generally delineated by length of tenure. The present study will adopt the Reilly and Orsak (1991) and Aryee et al. (1994) career stage Model as well as categorise organisational tenure as proposed by Ng and Feldman (2010) and Zhiqinag, Liang & Peng (2016). Organizational tenure will be categorized into three types: <5 years represents a short-tenure, 5-10 years represents a medium-tenure, >= 10 years represents a long-tenure.

Conceptual Framework

A conceptual framework is a diagrammatic presentation of the relationship between dependent and independent variables (Mugenda & Mugenda, 2003). In this study, the dependent variable is the performance of public secondary school teachers of north eastern Kenya while the independent, mediating and moderating variables are transformational leadership, organizational culture and organizational tenure respectively.

Figure 2.1: Conceptual framework



Summary of the research gaps

Author & Title of Journal	Focus	Methodology	Findings	Knowledge gap	Current Study
Marsha de Vries and Wolbink (2018) <i>International Journal of Public Leadership.</i>	To describe the struggle managers face when working to transform the youth care system and to provide some suggestions for how managers can be supported.	Two empirical qualitative studies were used. Data was collected on a population comprising of executive managers and middle and first line managers of 3 youth care organisations in Netherlands, Europe.	It was established that transformational leadership in youth care organizations is helping managers in dealing with the collision of professionalism, market and bureaucracy and its resulting challenge that has contributed to the actual transformation of the Dutch youth care system.	The study was conducted in Europe and two empirical qualitative studies were done. In addition the study focused on describing struggles that managers face while implementing change.	The study will be quantitative and the unit of analysis will comprise of public secondary school teachers from N.E Kenya, Africa. The focus will be to examine the relationship between transformational leadership, organisational culture and organisational tenure on employee performance.
Luqman et al(2016) <i>Journal of Engineering, Design and Technology.</i>	To find out the impact of rework and organisational culture on project delivery.	The study used mixed research method where both qualitative and quantitative approaches were used. The study was conducted in a Nigeria.	It was found out that leadership success and criteria and management style are imperative organisational culture dimensions.	The study used both qualitative and quantitative approaches in a Nigerian construction industry.	This study will be quantitative and data will be collected from a public secondary school setting.
Owino and Kibera (2019), <i>SAGE Open.</i>	To determine the influence of organizational culture on the performance of microfinance institutions in Kenya.	Descriptive research design was adopted. Secondary data was extracted from annual reports by the AMFI in Kenya. The study population comprised of members of the Association of Microfinance Institutions (AMFI) in Kenya.	Found out that market culture is a good statistical predictor of market performance and financial leverage. As culture is unique to each organization, it can neither be mimicked nor destroyed by competitors.	Organisational culture was studied as an independent variable and the study adopted descriptive research design.	The study will adopt the cross sectional research design and the unit of analysis will be the public secondary school teachers from N.E Kenya. In addition the mediating role of organisational culture on the relationship between transformational leadership and employee performance will be examined.

Summary of the research gaps (cont....)

Author & Title of Journal	Focus	Methodology	Findings	Knowledge gap	Current Study
Woods et al (2018) <i>Journal of Managerial Psychology</i>	To examine the moderating effects of organisational tenure on innovative work behaviour and personality traits	The Study population comprised of 146 employees of financial institution in UK/Britain.	Found out that highly conscientious employees were less innovative the more experienced they became in their roles where as highly open employees generated more ideas the longer they worked in their role.	Geographically the study was conducted in Europe. Contextually the Study population comprised of 146 employees of financial institution in UK/Britain	Geographically the study will be conducted in Africa. Contextually, the study population will comprise of public secondary school teachers from N.E Kenya.
Rafiq (2019) <i>Journal of Entrepreneurship, Management and Sustainable Development</i>	To re-examine the moderating effect of career stage on the relationship between job embeddedness and innovation related behaviour.	Data were collected from a sample of 310 Chinese media organisation employees and were analysed using moderated structural equation modelling.	The study disclosed a positive relationship between individual productivity and firm's performance	The study was held in China, Asia and the study population comprised of Chinese media organisation employees. Data was analysed using moderated structural equation.	Data will be analysed using SPSS. Hypotheses will be tested using linear and multiple regression.

Research Design and Methodology

Research Design: According to Kothari, (2004) research design is the procedure and structure has adopted a cross sectional survey design. This type of research study, selects either the entire population or a subset and from these individuals, data is collected to help answer research questions of interest. (Kothari, 2000). In addition it focuses on studying a particular phenomenon or phenomena at a particular time and often employ the survey strategy (Cooper & Schindler, 2011; Saunders *et al.*, 2009; Easterby-Smith *et al.* 2008). This design is preferred because it makes comparisons and evaluates existing conditions as well as collection of factual information in their natural setting through the use of the questionnaire (Hyz, 2010).

Target Population: Target population also referred to as reference population is the population for which the researcher wishes to draw conclusions (Getu & Tegbar, 2006). In sampling, the term 'population' is not used in its normal sense, because the full set of cases need not necessarily be people (Saunders *et al.*, 2009).

The study has targeted the 1187, TSC employed secondary school teachers (inclusive of the principals and deputy principals) in North-eastern Kenya. Each school has a Principal who is the CEO of the school, the deputy and the teachers.

Table 3.1: Population Size

County	Study Population
Garissa	347
Wajir	432
Mandera	408
Total	1187

Sample size and Sampling Technique: The Cochran's (1977) sample size formula has been used to come up with the sample size. Schools from each of the three counties have been represented in the sample. Each School's sample comprises of the, head teacher, deputy head teacher and teachers. Based on the above formula the sample size comprises of 290 teachers.

The sample of 290 has been allocated to the public secondary school teachers in north eastern proportionately to cater for the unequal distribution of teachers in the schools.

Table 3.2: Sample Size

County	No. of Schools	Study Population	Sample Size
Garissa	23	347	$(347 \div 1187)290=84$
Wajir	32	432	$(432 \div 1187)290=106$
Mandera	31	408	$(408 \div 1187)290=100$
Total		1187	290

Data Collection Instruments and procedures: Data will be collected using a questionnaire. A questionnaire generally comprises of all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order (deVaus 2002). The Multifactor Leadership Questionnaire (MLQ 5X-Short), a modified version of the Organizational Culture Inventory (OCI), IWPQ questionnaires will be used. The drop and pick up later method will be used.

Data analysis: The data will be analysed using both descriptive and inferential statistics. Descriptive statistics comprises of means, standard deviations, frequencies and percentages. Descriptive statistics involves transformation of raw data into a form that would make them easy to understand and interpret (Sekaran, 2000). Correlation analysis will be done to determine the relationship between the independent variables and the dependent variable using Pearson's Product-Moments correlation.

The Pearson's Correlation Multiple regression analysis equation to assess the combined effect of transformational leadership, organisational culture and organisational tenure on performance of public secondary school teachers in north eastern will be:

$$Y = \alpha_0 + \beta_1 TL + \beta_2 OC + \beta_3 OT + \epsilon$$

Where:

Y performance of public secondary school teachers in North Eastern Kenya

α_0 is a constant (intercept)

β_1, β_3 are coefficient parameters

TL is composite index of transformational leadership

OC is composite index of organizational culture

OT is composite index of organisational tenure

ϵ is error/disturbance

Findings

The following findings are inferred based on the content analysis,

1. A study by Rafiq (2019), disclosed a positive relationship between individual productivity and firm's performance.
2. Kwanya, T., & Stilwell, C., (2018) conducted a study which revealed that the leadership styles of the managers have a great impact on the individual performance and overall organisational effectiveness.
3. Luqman et al (2016) found out that leadership success and management style are imperative organisational culture dimensions. Thus indicating a positive relationship between management style and an organisation's culture.
4. Highly open employees generate more ideas the longer they work in their role. While highly conscientious employees are less innovative the more experienced they became in their role (Woods et al, 2018). This implies that organisational tenure is not directly linked to employee innovation.

Conclusion

In conclusion, findings from the content analysis will enable the researcher to confirm whether similar relationships exist in the relationship between transformational leadership, organizational culture, organizational tenure and performance of teachers in public secondary schools in North-eastern Kenya.

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