TRANSFORMATIONAL LEADERSHIP STYLE AND ORGANIZATIONAL PERFORMANCE IN THE MINISTRY OF LANDS, PUBLIC WORKS, HOUSING AND URBAN DEVELOPMENT IN NAIROBI CITY COUNTY, KENYA.

REBECCA WAMBUI NYAMBURA

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DECLARATION

This research project is my original work and has not been presented for award of a degree in any other University or for any other award.

REBECCA WAMBUI NYAMBURA

REG NO: MBAC01/6508/2021

………..……   ………….……

     Signature   Date

APPROVAL BY SUPERVISOR

I confirm that the work reported in this research project was carried out by the candidate under my supervision and has been submitted with my approval as university supervisor.

DR. DENIS KAMAU

Department of Entrepreneurship and Economics,

School of Business and Economics

…………………………   …………..

Signature   Date

DR MONICA NDERITU,

Department of Accounting and Finance,

School of Business and Economics

……….………………   ………………..

     Signature   Date

DEDICATION.

This goes to my family, my fellow classmates, colleagues and friends who offered me their valuable resources and I say thank you to all. May God bless you all.

ACKNOWLEDGEMENT.

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ABBREVIATIONS AND ACRONYMS

ABMT: Appropriate Building Materials and Technology

ALA: African Leadership Academy

AMREF: African Medical and Research Foundation

ANOVA: Analysis of Variance

CEO: Chief Executive Officer

DV: Dependent Variance

EC: Employee Creativity

EM: Employee Motivation

FMC: Federal Medical Centre

IV: Independent Variable

KPI: Key Performance Indicators

LBDQ: Leader Behavior Description Questionnaire

NGO: Non- Governmental Organization

OLS: Ordinary Least Square

OP: Organizational Performance

VIF: Variance Inflation Factor

WC: Work Commitment

OPERATIONAL DEFINITION OF TERMS

Employee Motivation:	Leader's ability to inspire employees to perform their task related assignments in the workplace (Stanley, 2012).
Employee work commitment:	Worker's involvement in carrying out his work with enthusiasm and passion (Bedarkar & Pandita, 2018).
Employee creativity:	Ability of an employee to produce creative work through intellectual stimulation (Azeem, 2010).
Organizational Performance:	The ability of an organization to achieve its set goals and objectives and fulfill its mission by use of strong governance, sound management and persistent rededication of achieving results in terms of efficiency, profitability and customer satisfaction (Raluca-Elena, 2015).
Leadership:	Leadership is the process or ability to influence others into achieving predetermined goals (Fourie, 2009)
Transformational Leadership:	A leadership style that involves a leader working with the employees to pinpoint the needed change, create a vision to guide the organization through inspiration, and execute the change together with committed group members (Mortazavi & Partovi, 2014).

ABSTRACT

The effectiveness of Kenyan government ministries in delivering their mandates has long been a concern. This raises an issue with type of leadership approach that has always been adopted by these government ministries. A notable case, has been seen at the Ministry of Lands, Public Works, Housing and Urban Development. It is foreseeable that in reality, competent management and leadership have determined successful or unsuccessful operations in many other agencies and organizations at large. The purpose of this study was to ascertain whether and to what degree democratic style of leadership affect performance of Ministry of Lands, Public Works, Housing and Urban Development Government. This study looked at the effect of transformational leadership style on the performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. This study relied on transformational leadership theory, path goal theory, team leadership theory and leader member exchange theory frameworks. This study used a descriptive research approach and targeted 188 employees at the Ministry of Lands, Public Works, Housing and Urban Development in the government of Kenya. Primary data was collected using structured questionnaires and thereafter analyzed descriptively using statistical packages for social sciences (SPSS) version 26. The findings from the study revealed that employee motivation had a significant positive effect on organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The study found that 36.7% in variation of performance was attributable to employee motivation. However, the study found that employee work commitment had a moderate negative significant effect on organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Lastly, the researcher found that employee creativity significantly and positively affected organizational performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. the study found that 62.4% in variation of performance was aa a result of employee creativity. The therefore concluded that employee motivation and employee influenced organizational performance whereas employee work commitment negatively influenced organizational performance. The researcher therefore recommended that management and policy makers need to emphasize on the need for strategy and policy formulation that fosters creativity among employees for them to achieve better performance. Future research was recommended to be done on the effect of leadership attributes on sustainable performance of government ministries in Kenya.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Ability to inspire people to work together towards a common goal is crucial for every manager. Followers of a particular idea or leader have their own development and need to be prioritized. A company's activities may be traced back to its leadership. To achieve organizational success, leaders must inspire and motivate their teams, use innovative and cutting-edge leadership techniques, and provide clear direction to their subordinates. According to Anjum and Khan's (2013) research, organizational members' enthusiasm and loyalty may significantly impact the leadership philosophy in place (Obiwuru et al., 2011). A person's leadership style, which significantly affects the results of an organization, therefore includes how they motivate and inspire their team members, carry out the organization's objectives, and steer the ship.

Leaders should actively support creativity, create innovation, and urge subordinates to analyze their ethical beliefs and creative abilities to improve performance. According to research by Girneata and Potcovaru (2015), a company's leadership significantly impacts its culture. Leaders may make substantial changes or create a whole new company culture by emphasizing the value of teamwork, encouraging creative responses to problems, and encouraging employees to think beyond the box. This method enables employees to perform highly, boosting their happiness at work. Since the government is gradually imposing harsher performance requirements and even employing performance contracts to attain this purpose, the influence of government policy on organizational performance is a crucial factor to consider. The government may impose rules designed to limit the impact of cartels in a particular sector of the economy.

1.1 Background to the Study

Businesses face many challenges in today's ever-evolving, fiercely competitive global market. According to Richard, Devinney, Yip, and Johnson (2009), prioritizing the acquisition of competitive advantage is essential when developing a plan to enhance operational performance. Corporations have traditionally placed a higher value on material prosperity. Richard et al. (2009) argue that leadership and intangible assets have supplanted financial performance as the new basis of successful businesses. Leadership style significantly impacts organizational performance (Bennis, 1984). The author argues that an organization's leadership is critical to determining its ultimate fate.

According to Kuhnert (1994), transformational leaders may motivate followers by appealing to their deepest, most basic motivations. The late Nelson Mandela, who worked tirelessly to end the apartheid system in South Africa, is a prime example of this kind of leader. Mr. Mandela is a model of transformative leadership because he used his influence to forward his ambitious goal and win over supporters. As a direct result of his ideological views and promotion of equality within South Africa, the person in question was imprisoned for 27 years. Effective leadership has been shown to aid in recruiting, training, and retaining a talented workforce (Kwan, 2009; Sharma & Jyoti, 2006).

Existing research reveals that every business has the ability to accept diverse leadership styles (Sarros & Santora, 2001), despite the broad acknowledgment of transformational leadership as an everyday style utilized by numerous corporations for change management and administration. According to Shibru and Darshan (2011) and Stewart (2006), an organization can increase its effectiveness by providing intellectual stimulation, demonstrating personal care for followers, and encouraging significant behavioral improvements among subordinates.

1.1.1 Global perspective on Leadership Style and Organizational Performance

Leadership styles significantly affect the success of an enterprise. Organizational success on a global scale is usually attributed to strong leadership. Successful executive leadership may be responsible for Apple and Microsoft's global rise to the top of the technology sector (Piccolo & Colquitt, 2006). According to research by Basit and Sebastian (2017), global leadership may foster innovation and improved productivity by using a wide range of organizational strategies, tactics, and behaviors. The substance and influence of leaders have been the focus of leadership study on transformational leadership worldwide, with emphasis to the characteristics and dispositions of leaders as well as how they impact organizational development and encourage and inspire subordinates to perform better all around. Inspiring motivation is a transformative leadership construct that includes both inspiration and motivation (Sahgal & Pathak, 2007).

In Indonesia, Luu and Phan (2020) observe that organizations' commitment to change (affective commitment, normative commitment, and continuation commitment) is positively and significantly influenced by transformational leadership. In the framework of a developing economy, this study demonstrated the critical influence that job satisfaction and transformational leadership have on the commitment to organizational change. By putting the transformational leadership style into practice and ensuring that workers are happy in their jobs, organizations can preserve their positive attitudes and behavior. This is because job satisfaction is important for the organization because it drives employee motivation, psychology, and positive behavior.

In Pakistan, Nasir et al., (2022) focused on how employee performance is affected by organizational innovation, work stress, creativity, and transformational leadership in Pakistan's manufacturing sector as well as success of small and medium-sized enterprises (SMEs). Findings showed that employee output was positively impacted by transformational leadership

and employee inventiveness.

In China, Alibaba's co-founder, Jack Ma, believes in delegated authority more than top-down directives. Instead of micromanaging his subordinates' every move, he encourages them to use their skills and initiative to get the job done. Such a manager is familiar with the personnel's abilities and limitations, motivations, group dynamics, and interpersonal connections. A leader who provides varied teams with encouragement, inspiration, and room for personal growth is invaluable (Paul Spence, 2019).

1.1.2 Regional Perspective on Leadership Style and Organizational Performance

According to Mwambazambi and Banza (2014), most of the continent's nations have been struggling with problems such as a protracted dictatorship, destitution, dishonesty, exploitation, tribalism, social inequities, neo-colonialism, and needless military wars for the past 50 years despite the fact because so much of sub-Saharan Africa has maintained its political independence. To effectively bring about transformation, these concerns require transformational leadership. Inadequate models of self-leadership for African leaders, and neo-colonial support for unethical and exploitative leadership have all contributed to and sustained the issue of unethical and exploitative leadership in sub-Saharan Africa (Mentan, 2002).

With the belief that it was his moral duty to serve his community, Mandela built his leadership style around giving people the confidence they needed to make positive changes. Like Mandela, Leaders who put their employees' needs above their own are known as servant leaders. The concept focuses on people, putting their health and happiness first at work and in business. Although servant leaders often work in the nonprofit or philanthropic sector, they may also have strong business skills. They think if you make your workers happy and provide them with what they need, they will reward you with their best efforts (Albertyn, 2001).

Businesses in Morocco, which are becoming a leading example in North Africa, do not

use conventional approaches to leadership. On the other hand, they take creative measures. Finally, enterprises in Africa, particularly Morocco, should take advantage of the chance to participate in transformative leadership practices from the West. They need to use transformational leadership concepts to pursue their long-term goals, harmonize with the government's broad growth objectives, and adjust their plans accordingly. Additionally, Innovant Magazine emphasized in 2019 that people must pursue academic pursuits in African leadership and change management (Innovant Magazine,2019).

Gonye and Moyo (2013) research on African leadership, attribute that the concerns of African politics to absence of transformative leadership. According to the study, advocates of good governance and effective performance are concerned about the apparent lack of fundamental transformational leadership principles among the majority of African leaders when they take a cursory look at how the current generation of African political leaders interacts with the citizens of their countries. The rapport between the leader and the followers is often typified by the followers literally being cordoned off from the person they have chosen as their leader; the leader presents himself as an advocate of a national ideal, which he draws the followers in the direction of. Moreover, the researchers contend that the principles of transformative leadership are fundamentally incompatible with the way national politics have been conducted in post-independence Africa. This could be because, upon independence, most liberation movements either declined to become statecraft-enterprise movements or failed to become governing movements.

Founded in South Africa, the African Leadership Academy's (ALA) overarching mission is to nurture the continent's next generation of leaders. Its primary goal is the formation of bonds, the discovery of people, and the development of those people. The institution's leadership approach places a premium on encouraging students to develop their individuality, originality, and capacity to make a positive difference in the world. This strategy aims to train

students to become agents of change in their communities. argues that it is a source of inspiration and motivation for students to achieve remarkable feats because it fosters a feeling of collective vision, ingenuity, and devotion (Chizoba Imoka, 2014).

1.1.3 Local Perspective on Leadership Style and Organizational Perspective

The impact of transformative leadership on educational attainment has been the main focus of the few studies that have been done in Kenya. For instance, Mwangi, Mukulu, and Kabare (2011) studied the impact of emotional competency on transformative leadership in Kenyan public universities. The conclusions of the study proved how crucial emotional intelligence is to transformative leadership. According to Ayiro's (2014) study on transformational leadership and academic results, emotional intelligence is a crucial component of transformational leadership. The Ayiro (2014) study set out to increase and diversify the corpus of knowledge about transformational leadership and emotional intelligence in Kenyan education.

Among the styles studied, transformational leadership style demonstrated considerable influence on change management in counties' performance, according to Kungu's (2019) research on how different leadership philosophies affect change management among a sample of Kenyan county governments (Kiambu, Nairobi, Machakos, and Kajiado counties). Furthermore, Ayoti (2016) conducted interviews with 114 Kenya Airways staff members to determine the impact of a transformational leadership style on change management inside the country's top airline. This was linked to the airline's declining performance, which resulted in enormous earnings losses. The study's findings demonstrated how the airline's performance and change management were significantly impacted by four transformational leadership traits.

Moreover, Mwadime and Muchelule (2022) targeted deputy county commissioners in

their investigation the influence of a transformative leadership approach on the effectiveness of national government administration in Kenya. They concentrated on the influence of personalized attention, intellectual stimulation, inspirational motivation, and idealized behavior. It is suggested that government agencies adopt a transformational leadership strategy in order to enhance their performance, since the results show a favorable and significant association the association between the transformative effective leadership approach and the performance of the national government administration.

1.1.4 Transformational Leadership Style

The phrase "transformational leadership" was first used in 1985 by James Macgregor Burns, presidential biographer and expert in leadership. Burns (1978) asserts that transformative leadership happens when leaders and followers push one another to reach greater moral and incentive standards. Later, drawing on Burns' original ideas, researcher Bernard M. Bass created what now referred to as Bass' Theory of Transformational Leadership. Transformational leadership is described by Bass as the impact a leader has on those who follow them. According to Bass, those who are led by transformational figures are respected, adored, and trusted. Yukl and Van (2015) contend that transformational leadership significantly improves an organization's performance by influencing subordinates' behavior to maximize their performance targets and results.

Northouse (2014) further alludes that transformational leaders possess four traits of intellectual stimulation, consideration, inspiration and motivation, and idealized influence. Globally, according to Matthias and Eline (2012), numerous researches have shown a connection between transformational leadership and strong individual and organizational performance. Both organizations and people have goals and objectives they want to achieve in order to fulfill their vision and mission. These goals and or objectives must be achieved by significant effort, which leadership must take into account. Sparer and Brown (2012) note that

effective transformational leadership is always a prerequisite for an organization's success levels as was shown among employees of Medicaid offices in New York City.

To drive the institutions' goals and objectives, organizations need transformational leaders with a strong moral character and top-notch performance (Hamidifar, 2013). Leaders in the public sector must develop plans that encourage employees to go above and beyond the standards of their jobs, according to Bass and Riggio (2010). Such strategies will develop a workforce that is focused on high performance, which is essential for the development of the public sector and companies. Innovative strategies do make use of employees' human capabilities, talents, and integrity, which are essential leadership qualities (Sparer & Brown, 2012).

According to Roach and Mack (2014), transformational leadership is purpose-driven in a way that extends beyond short-term objectives. It is frequently linked to gradual organizational change as well as an improvement in employee performance and satisfaction. Leaders that lead in a transformative way provide their followers with direction that piques their intellectual curiosity and motivates them to succeed. Additionally, transformational leaders enable teams to acquire leadership abilities by paying attention to individual needs and growth, which enhances team performance and results. Transformative leadership is a potent example for a variety of industries and social structures. Transformational leaders have an impact on proactive change-making behaviors that can improve the accomplishment of organizational objectives, Bass and Riggio (2010). Every leader's ultimate goal is to see the organization's goals accomplished and performance levels continue to rise. The objectives that transformational leaders articulate differ in quantitative terms, and they are achieved via the use of a variety of strategic stances (Hamidifar, 2013).

According to Ismail and Yusuf (2013), a transformational leader motivates and pushes followers to have a vision, a mission, and to take ownership of the organization's goals. While

caring for them in a very individualized way, the leader does encourage and motivate subordinates to be expressive in the performance of their duties (Bushra et al., 2011). Such leadership actions do increase performance and productivity in the workplace. Historically, firms in the private sector were seen to be more effective at developing transformative leaders than public companies. This was predicated on the notion that compared to private companies, governmental institutions possessed stricter control measures and more bureaucracy (O'Connor, 2013). Numerous scholars have shown that, in terms of leadership results, leadership and leadership styles are equally important. This indirectly address the question of how organizational performance inside the corridors of government service in underdeveloped countries might be influenced by transformational leadership style (Dhamika, 2014). Such claims are, in fact, a contributing factor in the inspiration for this particular study.

1.1.5 Organizational Performance

For a company to survive, thrive over time, and maintain a competitive edge in the market, it must continuously enhance its performance (Arslan & Staub, 2013). Research in the area of management often uses the concept of organizational performance (Richard, 2009). (Ozer, Tinaztepe (2014) discovered several factors that determine corporate success. Financial success, measured by profitability and return on assets, is included among these factors. Metrics like sales and market share also measure product market success. Finally, measurements like total shareholder return or economic value added may be used to gauge the return to shareholders.

Organizational performance refers to how well a business operates overall, including creativity, efficiency, and client happiness. According to Pradeep and Prabhu (2011), a high-performing organization efficiently uses its assets to accomplish its goals. Financial measurements, customer satisfaction ratings, staff turnover rates, and other characteristics are only some of the key performance indicators (KPIs) businesses use to gauge their success in a

given industry. Companies may learn what they are doing well and where they might improve by conducting thorough performance evaluations. This enables them to make well-informed choices that boost efficiency.

1.1.6 Ministry of Lands, Public Works, Housing and Urban Development in Kenya

With promulgation of 2010 Constitution of Kenya, the Ministry of Land was restructured to became the Ministry of Land, Housing, and Urban Development, with its headquarters in Nairobi. The ministry further went reorganization after the 2022 general election, to incorporate public works state department. Hence currently the ministry is considered as the Ministry of Land, Public Works, Housing, and Urban Development. The ministry is headed by a cabinet secretary and has three state departments namely; state department of land and physical planning; state department of housing and urban development and the state department of public works. Each of these departments is headed by a principal secretary as the in charge of operations. Cabinet Secretary is at the head of the ministry's new organizational structure, followed by the Chief Land Registrar and officers. There is a County Land Registrar in each of the 47 counties, who has the same authority and performs the same duties as the Chief Land Registrar. The Chief Land Registrar is in charge of creating both registering and awarding titles, in addition to these guidelines.

The ministry's mission statement stipulates to promote effective land management, access to decent and affordable housing, and the building for the purpose of national development, of social and physical infrastructure. With a vision that would see it become an organization with a global competitive edge in land and built environment sustainability. According to National Land Use Policy (NLC, 2016) the ministry has experienced tremendous challenges. Kenya has been without a well-defined land use policy for many years after gaining independence, which has led to an unorganized way of handling various land use practices and policy reactions. Numerous fragmented legal and regulatory frameworks that continue to

address land use haven't done much to address the myriad problems that impact land use decision-making. A comprehensive framework for successfully addressing the issues surrounding land use has been called for by the Kenyan Constitution of 2010, Kenya Vision 2030, and the Sessional Paper No. 3 of 2009 on National Land Policy.

Kenyan leaders have prioritized fostering economic growth and development and bolstering the state's technological capacities to promote national success. There is need to improve public service delivery, provide equal access to employment opportunities throughout the country, and systematically form foreign relationships through collaborative approaches (Republic of Kenya, 2013). These can only be achieved through effective leadership approach that offers transformative opportunity (Namusonge & Koech, 2018). Kenya has a long history of participating in government, yet it cannot significantly impact policy choices that affect the country's budget performance.

1.2 Statement of the problem

Leadership styles play important roles in influencing the way employees perform their duties in their work place which translates to the overall organizational performance (Momanyi & Omari, 2021). Poor organizational performance has been experienced in many government ministries and parastatals and are attributable to lack of effective leadership style to spur the organization growth towards its goals as opined by Kerubo (2018). This has seen many such organizations record losses compounded by corruption. Annual Performance Evaluation Report for FY 2021 – 2022 shows that the Ministry of Lands, Public Works, Housing and Urban Development had a composite score of 3.5113 (an indication of poor performance). This is despite considerable resource allocation (Munyasi, 2022).

Moreover, the performance concerns raised have been relating to poor work performance and poor service delivery. These include poor customer service, constant customer complaints, long lunch breaks, rampant absenteeism and deterioration in job quality among

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many other challenges hence hindering their overall performance (Koskei et al.,2021). This has also been compounded with glaring and rampant corruption cases that have diminished their role achievement, relegating them to mere conduits of mismanagement of public resources (Ondari, Were & Rotich, 2019). The desire to improve performance has led to shift in focus to improve ministerial performance through realignments and consolidation of departments within ministries.

Previous studies also point poor performance in the public sector to lack of effective leadership to motivate, empower, recognize and offer support to employees to enhance their performance metrics. For instance, Nyagaka (2013) demonstrates that lack of adequate leadership style results in bad performance in many organizations, but fails to explain how leadership can be transformed to produce positive results. Many other studies point that county governments in Kenya have been experiencing poor performance as a result of ineffective leadership styles, corruption and lack of policy to manage leadership responsibilities (Karuma, 2015; and Munga & Momanyi, 2021). Many other researchers conducted in other sectors similarly point to the significance of nurturing good leadership to improve performance (Mureithi, 2012; Omolayo, 2017; Redmond 2018; Omollo, 2016 & Akinyemi, 2018) but fail to demonstrate the connection between employee motivation, employee work commitment and employee creativity as influenced by transformational leaders to spur organization performance in government ministries.

None of the above studies and others not mentioned have looked at the effect of transformational leadership style in relation to organizational performance of government ministries in Kenya and in particular to the Ministry of Lands. At the same time these studies have been done in county governments, banking sector, and in the private sector different from the current research context and content. Thus presenting a research gap that the current study aimed to bridge. Therefore, this research investigated the effect of transformational leadership

style on organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya.

1.3 Objectives of the study

The following objectives guided the study;

1.3.1 General objective

The general objective of the study examined the effect of transformational leadership style on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya.

1.3.2 Specific objectives

The following specific objectives were used in the study:

1. To determine the effect of employee motivation on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya.

2. To examine the effect of work commitment on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya.

3. To identify the effect of employee creativity on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya.

1.4 Research Questions

1. What is the effect of employee motivation on organizational performance of ministry of lands, public works, housing and urban development in Kenya?

2. What is the effect of work commitment on organizational performance of ministry of lands, public works, housing and urban development in Kenya?

3. What is the effect of employee creativity on organizational performance of ministry of lands, public works, housing and urban development in Kenya?

1.5 Significance of the Study

In order for organizations to succeed, leadership is very critical. The study therefore hoped to

provide information that highlights how potential leadership strengths can be maintained as well as the drawbacks that leaders in the organization should fix in order to improve organizational performance.

1.5.1 Shareholders and investors

Investigating the unique effects of different leadership philosophies on organizational goal attainment is central to this research, which aims to add to the vast body of information on leadership. The group's efforts are focused on expanding the study of leadership. To aid business decision-makers in enhancing organization performance via the strategic application of productivity, performance, and leadership styles The research was conducted to gain theoretical and practical knowledge that might be used in the creation of development plans, the growth of existing organizations, and the creation of new ones.

1.5.2 Ministry of Lands Management

Employees would better understand how leadership shapes organizational shifts that may affect the current work environment, resulting in significant and revolutionary changes as the organization manages additional turbulence. According to this study, management will benefit from a deeper understanding of how leadership affects an organization's success. Workers in government ministries would help as well. Researchers already working in this area may find new insights in the compiled data.

1.5.3 Academicians and Scholars

The study will provide vast information on literature associated with transformational leadership and organizational performance. This will inform the foundational reference for other studies that will be done by other scholars and academicians in related topics and discipline. Leadership being a nexus that cuts across diverse disciplines, its study is thus very important and particularly transformational leadership style which is seen as a successful leadership perspective that transforms the way organization management should approach their

goals, mission and vision. Therefore, the study will not only be instrumental to academicians but also research organizations that want to foster all-inclusive approach to develop a good strategic policy of meeting the demands of their strategic purpose.

1.5.4 Policy Makers and the Government

The various policy makers, non-state actors and the state in general will find the recommendations of this study valuable. They will use the recommendations from the study to formulate policies, and regulations that will be beneficial to state agencies, the general public and other aligned actors. These will in essence lead to improved performance in terms of timely service provision, improved efficiency and satisfaction.

1.5.5 General Public

The general public will benefit from the findings of this study, as the recommendations of the study will be used to enact policies that will foster efficient customer service provision to eliminate regular customer/public outcry of poor service delivery in many departments in the Ministry of Lands. The recommendations will lay a foundation upon which the departments will be revamped to enhance service provision.

1.6 Scope of the Study

The research was constrained to examining the effect of transformational leadership style on organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The study specifically examined the effect of employee motivation, work commitment and employee creativity on the organizational performance of ministry of lands, public works, housing and urban development in Kenya. This research targeted 188 employees from the headquarters of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The study was focused on determining whether transformational leadership style had effect on organizational performance and how poorly managed leadership affected performance. The study covered a period of ten months from February to October.

1.7 Limitations and delimitation of the study

The study faced several limitations that would otherwise derailed the study achievement. For instance, the employees from the Ministry of Lands, Public Works, Housing and Urban Development in Kenya were reluctant in cooperating to give the information with fear of sensitivity of the information. The researcher addressed this by explaining to the employees on the nature and need for the study while at the same time showed them the authorization letter from the university and the research permit from NACOSTI. The researcher also assured them that the information was for purely research and would be used with utmost faith and confidentiality

Secondly, the respondents feared giving information for fear of victimization and reprisals. Some felt that they were being investigated and hence gave out inconsistent information while others failed to remit back the questionnaires. To address this, the researcher worked at winning their confidence with an assurance that the information provided was for purely academic study and hence no need to fear. At the same time assured them that the information would be treated with utmost confidentiality. Moreover, the questionnaire did not require them to disclose their identities to guarantee anonymity.

Lastly, the study faced challenges of time and financial constraints. Since the study was planned on a budgeted resource, frequent changes on the timelines affected the budget and time plan to conclude the research. To address this, the researcher embarked on a revised project plan to accomplish the study as planned. At the same time, the researcher mobilized more resources to ensure that the budget did not hinder the study as envisaged.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the theories and viewpoints from the literature regarding ideas of leadership style and organizational performance. It also examines the study's conceptual underpinnings, empirical research, theoretical underpinnings, and general literature.

2.2 Theoretical Framework

There are different perspectives on leadership here. Forecasting, explaining, and controlling various occurrences have all used theories. The theoretical framework provides support for the study's hypotheses. This study's hypothesis will help readers understand the connection between leadership and organizations' success. The theories of transformational leadership, achieving group goals, and the leader-member exchange model were covered.

2.2.1 Transformational Leadership Theory

According to Bass's (1985) idea of transformational leadership, leaders can inspire and encourage their team to work toward the organization's objectives. A leader's trust, honesty, and other qualities frequently inspire followers to take action. How loyal a group of people is to their leader depends on how strongly they identify with these qualities in their leader. This hypothesis rests on the assumption that a leader who places a premium on ethics will lead by example. A leader's capacity to inspire their team members to go above and beyond to pursue the greater good defines transformational leadership (Murphy, Drodge, 2004).

Since transformational leadership is built on motivating workers to produce results, it also presupposes that the leader has a respectable set of ethics. If this assumption is not made by the leader, the effects could be disastrous. The leaders inspire the followers to look into novel approaches to problems and fresh chances for education. Given that it thinks that employees are driven by incentives and punishments, the foundation of transformational

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leadership philosophy is a system of incentives and penalties. Managers and subordinates have an exchange relationship in which they actively supervise subordinates to ensure that the organization's goals are met. (Bass & Riggio, 2006).

The goal is to help those who follow transformational leaders get benefits beyond narrow self-interest by developing a sense of mission and identity. According to the notion of transformational leadership, leadership their authority and influence by using referent power and visionary processes. Leaders who are held up as icons of excellence are less likely to buckle under the pressure of their followers. The cognitive incentive brought on by mental challenges and the personal concern associated with role modeling may also play a part in the swaying process. This research uses Maslow's hierarchy of needs and trans-leadership theories as its fundamental theoretical framework to better understand the impact of transformational leadership on productivity and performance.

Despite the fact that transformational leadership has many benefits, there are also many detractors and counterarguments. One of the most criticized aspects of transformational leadership is idealized influence, as some charismatic transformational leaders may abuse their privilege and authority and begin to disregard providing assistance to their followers. According to Yukl (2013), charismatic leaders may have some unfavorable effects, such as a decrease in constructive criticism and suggestions from followers, an increase in the leader's excessive confidence and optimism, a delay in the development of capable successors, the leader's denial of problems and failures, and a decrease in the ability to anticipate potential threats and future expectations.

"Transformational leaders can inspire and unite followers, but effectiveness and ethics can suffer," claims Nye (2008). Because leaders have the capacity to abuse their position of authority, their morality may act as a barrier to transformational leadership (Hall et al., 2002). Strong emotional connections between transformational leaders and their followers yield

significant influence over them. Narcissistic leaders have a propensity to abuse their position of authority, which can lead to manipulation. This occurs when followers get weary of their leaders and begin to disregard such tactics (Stone et al., 2004). In response to these critiques regarding the morality of transformational leadership, Bass and Steidlmeier (1999) support the claim that moral principles are necessary for leadership to be truly transformational: "Authentic transformational leadership fosters the moral values of justice, equality, and human rights, as well as the moral values of honesty, loyalty, and fairness in order to bring about change."

Transformational leadership theory has been used in this study demonstrate the influence of strategic leadership on the execution of performance roles. Giving followers a vision is one of the ways that transformational leadership theory encourages and motivates their subordinates. In order to effectively lead change and think strategically, leaders must also inspire their subordinates to be more creative and imaginative. This is another important aspect of transformational leadership. A further facet of transformational leadership theory is individualized consideration. Individualized attention includes providing coaching and empowerment, as well as enabling staff members to succeed.

2.2.2 Path Goal Theory

Based on the current research findings, the route goal theory is a valuable supplement to the transformational leadership theory, as it explains how leaders help their followers reach their objectives by laying out a clear path. According to Avolio and Bass (1994), successful leaders can clearly define and communicate work goals, maintaining the motivation of their employees and subordinates. According to House and Mitchell's (1996) theory, leaders can increase employee motivation by giving clear instructions, removing obstacles, and raising rewards for success.

The path-goal theory states that effective leaders exhibit flexibility by selecting solutions according to the requirements of their team members as well as the specifics of their

work environment. The theory implies leaders' flexibility and says that leaders pick behaviors that best meet subordinate requirements and work settings. Essentially, a leader can assist subordinates by picking a leadership style that supplies what is lacking in a specific work situation (Northouse, 2013). However, this view encourages too much reliance on the leader, lending weight to the notion that subordinates are unprepared to manage any given circumstance on their own. The investigation will function within the context of transformational theories; hence path goal theory is included because it is pertinent to this study. It provides leaders with a framework for understanding how their leadership style affects the motivation of their subordinates.

2.2.3 Team Leadership Theory

According to Northouse (2019), team leadership is a model in which leaders and team members collaborate to increase the team's effectiveness through shared decision-making. This approach stresses the need for leaders to actively listen to their followers to improve the group's effectiveness in achieving its objectives. In leadership, team leadership is one of the most practical and essential concepts. Managers operating under this theoretical framework must choose between keeping an eye on team problems and taking action to fix them. The team model gives thorough guidance for efficiently addressing any internal or external issues within the group if the team leader feels that action is warranted (Northouse, 2013).

When team members work together toward a shared goal, the team theory of leadership approach may be helpful. Teams in several fields have successfully narrowed down specific tasks to complete the project. For instance, maintenance crews focus only on that one aspect of maintenance when it comes to fixing aircraft. The same applies to the security teams focused on protecting a single defensive perimeter. To further improve communication between various units, communications teams have been responsible for setting up and testing the necessary communication equipment (Stewart & Manz, 2015). A third-party leader was always there to

monitor the group's progress toward its goal and make any required adjustments.

This theory offers leaders with a thorough road map that allows them to monitor and assess the difficulties that affect their teams and determine how best to help their followers accomplish common goals, which is why this study is based on it. However, because it takes time to consult everyone, making judgments that must be taken immediately may be difficult. The team theory of leadership is an extremely beneficial paradigm for a leader who leads or is a member of a team.

2.2.4 Leader-Member Exchange Theory (LMX)

The leader-member exchange hypothesis states that interactions between leaders and their followers are crucial to effective leadership. The LMX method was Leadership's first comprehensive theory of leadership to consider follower leadership. The idea emphasizes the two-way communication and cooperation between a leader and a follower, with each player taking responsibility for the relationship's initial formation and continuing quality (Ilies et al., 2007). The idea behind this theory is that followers and leaders build bonds that benefit both parties. The closeness of these bonds determines how much followers are trusted with authority, how much autonomy they are given, and how much of a share in the organization's resources they get.

Atwater and Carmeli (2009) leader Member Exchange theory explains how leaders preserve their positions in organizations and how relationships create alliances with other team members that can either aid or hinder advancement due to exchange ties, concerns of discrimination in the workplace frequently arise because some followers may be thought of as belonging to the more privileged group. This study relies on leader-member exchange theory because It focuses on behavioral and job performance outcomes rather than employee job satisfaction. The dynamic between leaders and followers influences not just the performance of the individual employees but also that of the organization as a whole.

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2.3 Empirical Review

Rukmani, Ramesh, and Jayakrishnan (2015) research in India analyzed how different leadership styles affected business productivity. Researchers in Tamil Nadu, India, used a multifactor leadership questionnaire to analyze management leadership styles in the public sector. This survey polled 300 managers. This research aimed to examine how transformational and transactional leadership styles fare in government agencies. Researchers used tools like descriptive statistics and multiple regression analysis to dig into the data. Managers in government agencies tend to favor transactional and transformational leadership, charismatic and bureaucratic ones. Transformational leadership is often held in higher esteem when comparing these two styles. However, from the observations made seem to integrate other leadership styles as opposed to the objective of the study.

Mgbeze (2016) carried out research emphasizing leadership style's significance in the success of Nigerian banks. Sixty (60) volunteers were chosen for the study using a systematic procedure. The required data was gathered using a standardized questionnaire. The correlation between transformational and democratic leadership and organizational success is significantly higher than those of other leadership theories. Research has demonstrated that transformational leaders outperform other kinds of leaders in terms of effectiveness. In light of the study's findings, managers should modify their leadership philosophies to better inspire and encourage staff members and achieve desired outcomes at work. This study was based on the private sector entities in the Nigerian economy hence the generalization of the findings could not be applied on the SMEs sector in the Kenyan context.

Koech and Namusonge (2014) researched how different types of leadership ideologies affected the effectiveness of Kenya's public sector companies. Two hundred people comprised the study's sample, completing a research questionnaire and a descriptive survey. While there were very weak correlations (0.219–0.375, $p<.05$) between assessments of management

performance and transactional leadership behaviors, there were significant correlations (0.518–0.696, p>.05) between transformational leadership variables and organizational performance ratings. A leader's ability to provide followers value beyond themselves significantly contributes to their success. This study had a multifaceted approach to leadership styles and examined a number of leadership styles unlike the current study which entirely looked at the transformational leadership style on organizational performance in the SMEs sector in Kenya.

Al Khajeh (2018) research examined how different leadership philosophies affected businesses in the United Arab Emirates. Four significant perspectives on leadership are discussed in this talk: transactional, authoritarian, charismatic, and democratic models. The core research used a quantitative approach and a survey instrument modeled after a questionnaire. There were 300 people in the sample. The study's goals were achieved via secondary research, which included a review of previously published information. Overall firm performance was shown to be negatively correlated with both charismatic and transactional leadership types. Therefore, authoritarian and democratic leadership have been shown to affect an organization's performance substantially. A proposal has favored a leadership approach inside companies to improve workers' skills and abilities. This study relied primarily on primary sources of information. However, it is essential to note that the research above used secondary information sources and was carried out in the United Arab Emirates. At the same time, the study focused on other leadership styles apart from transformational leadership style that the current studied. Positive critique of this study is that democratic and autocratic leaders connect their employees to their day-to-day work activities which then allows free flow of ideas however the negative critique of the study is that charismatic leaders might grow overconfident and engage in manipulative conduct, endangering organizational cohesion and negatively impacting performance.

Mawoli (2013) investigated the impact of various leadership philosophies on the productivity and caliber of the medical staff at the Federal Medical Center in Bida, Nigeria. One thousand four hundred workers at FMC were analyzed for this research, and 82 responses were used as a representative sample. The researchers used stratified random sampling. Three separate hypotheses were put forward and analyzed using linear regression. The research showed that managers use democratic, autocratic, and laissez-faire leadership styles across various organizational structures. The study's findings revealed a substantial link between health workers' productivity on the job and more democratic forms of leadership. Leadership in the healthcare industry responded too authoritarian and with laissez-faire management approaches. The study looked at the effect of leadership styles on productivity which is a different area of focus from the current study. Consequently, the study majored on the health sector in Nigeria, and hence the findings could not be generalized on the context of manufacturing entities.

In China, Hui, Jenatabadi, Ismail, and Mohamed Radzi (2013) they used structural equation modeling (SEM) to examine how principals' management styles affected teachers' attitudes about their work. There were 539 total participants in the research. Moreover, this research investigated how school administrators' leadership styles and decision-making affect teacher morale in China's primary, secondary, and higher education institutions. The Xinjiang region of China is home to 180 elementary schools, 172 junior highs, and 187 high schools, all of which received a questionnaire in the mail. According to the results, a laissez-faire leadership style is associated with higher levels of teacher job satisfaction and more democratic decision-making. However, the study's primary finding is that teachers' work satisfaction levels are related to leadership and decision-making styles. The metrics for this study was management style and how it affects decision making and teacher work attitudes. The current study focused on transformational leadership style with key metrics as employee motivation, employee work

commitment and employee creativity.

In Ghana, Malcalm and Tamatey (2017) studied the influence of leadership style on employee performance in the Ghanaian public sector. In their study, they used a mixed technique using descriptive linear regression to examine employee performance and the impact of leadership styles. They examined three different perspectives from leadership regarding employee performance with regard to in-role performance (IRP) and organizational citizenship behavior (OCB): transactional, transformational, and laissez-faire. 921 Ghana Atomic Energy Commission (GAEC) employees made up the research population. The study included both purposeful and basic random sampling strategies. Three independent questionnaires were employed to collect data quantitative and qualitative information about the leadership style and performance of employees. To test the hypothesis, simple linear regressions were calculated using SPSS software. According to the findings of their investigation, Employee performance was more impacted by laissez-faire leadership than by transactional and transformational leadership. It notable that the study was different in context as it looked at leadership styles in respect to employee performance, unlike the current which examined transformational leadership in the context of organizational performance.

Research conducted by Karanja, Mugwe, and Wanderi (2013) in the region investigated They used a sample size of 274 teachers to examine the impact of leadership style on teacher job fulfillment in secondary schools in Nakuru District, Kenya. Data was gathered using self-administered questionnaires and comprehensive interview schedule provided to teachers and principals. The research found that events in the school environment necessitated different leadership styles from principals. The study contributed to the Ministry of Education, school management, teachers, and students using such data to examine the opportunities and challenges offered by head teachers' leadership styles on many elements of teaching and learning in schools. This may enable them to create effective strategies tactics for encouraging

more participative leadership styles in schools. In this leadership style, the head teachers, although become involved in the study, can result in a deviation from broad organizational policy.

According to Hitt and Hoskisson (2009) on their study in law companies in Ireland, linked leadership and organizational performance to the ability to foresee and anticipate changes in the environment while also fostering personal development via adaptability and the development of others through empowerment. They saw leaders as vital organizational resources who carry out a number of tactical tasks on behalf of the company. Findings showed that demographic qualities were significant because they had an impact on the conduct of the leaders and in turn, affected performance of the organization. However, the focal point of the study majored primary on the employee development and empowerment, the current focused on employee motivation, commitment and creativity as nurtured by transformational leadership style.

To better understand how organizational absorptive capacity, resource availability, and partnership types affect manufacturing performance in Mauritius, Jabar et al. (2011) performed research. The findings showed that improving skills and organizational performance through cooperation and partnership yielded the best outcomes. It follows that businesses, particularly those in the industrial sector, who want to boost their efficiency should form strategic partnerships with similar companies. The manufacturing firm's outputs or accomplishments should also be evaluated against the desired goals. The study was based on the larger manufacturing performance context, yet the current study looked at the SMEs in the food and beverage manufacturing sector.

India, Rukmani, Ramesh, and Jayakrishnan (2015) research was to analyze how different types of leadership philosophies affect business performance. Positive findings from this research support the idea that a transformational leadership approach may inspire followers

to take initiative and produce extraordinary results. What's more, this kind of leadership has the potential to bring together the ambitions and goals of managers, employees, and the business as a whole. On the other hand, the findings might be criticized if managers inside public sector firms don't favor charismatic, bureaucratic leadership. Within the Nigerian banking industry.

Moreover, Mgbeze (2016) emphasized leadership style's impact on organizational performance in Nigerian banks. The positive critique of this study is that transformational leaders can modify their leadership philosophies to help businesses produce high work performance and improve organizational outcomes by putting the results into practice. The negative critique of this study is it can lead to dependency on the leader, the dependence it can foster when there are employees who depend too heavily on their boss for instruction and assistance. They may lose the ability to think critically and make choices for themselves. Moreover, the study attributes its findings to banking sector in Nigeria but the current study looked at the performance in SMEs manufacturing context and hence could not be generalized for other sectors across the Africa region.

Similarly, Koech and Namusonge (2014) focused on the impact of leadership styles on organizational effectiveness at Kenyan state corporations. The positive critique of this study is that transformational leadership style can raise partner drive and output. This is because these leaders can motivate their people to take action toward their goals for the future. The study's negative critique is that this leadership style can apply a lot of pressure to their employees and teams to accomplish an objective. The study also examined impact of leadership styles in relation to organizational effectiveness, the current study looked at transformational leadership style in context of organizational performance with key constructs like employee motivation, work commitment and employee creativity.

Hui et al., (2013) conducted a study in China to prove how principals' leadership style

and teachers' work satisfaction in elementary and secondary education relate to each other. One positive interpretation of The study discovered a positive relationship between the leadership style of the principles, job satisfaction for teachers, and making decisions. Laissez faire leadership style allows students to act as they please in an environment where rules and regulations are lax and the teacher primarily serves as an observer. One critical observation about this study is that it fails to acknowledge that the decision-making style employed influences the association between leadership style and teacher satisfaction with work.

Karanja, Mugwe, and Wanderi, (2013) carried out research on the influence of leadership style on teacher job satisfaction in secondary schools in Kenya's Nakuru District. The positive critique of this study is that it will encourage development of more participatory leadership styles in schools. This could help them create practical plans that would promote more engaged leadership in educational settings however the negative critique of the study is that this leadership style has a risk of underperformance and inefficiency of the subordinate teachers, due to low accountability, motivation, and quality control.

2.4 Conceptual Framework

Jabareen (2009) defines conceptual framework as a network, or a plane, of of interconnected concepts that, when combined, provide a thorough comprehension of an occurrence or phenomena. It is a collection of broad concepts used to explain the relationship between independent variables (factors) and dependent variables (outcomes). The conceptual framework links the research title, objectives, research methodologies, and literature review. Jabareen (2009). It encompasses three main independent variables of leadership styles which are employee motivation, work commitment and employee creativity. Organizational performance was measured by timeliness in service delivery, efficiency in performance, and employee job satisfaction as demonstrated in figure 2.1 below;
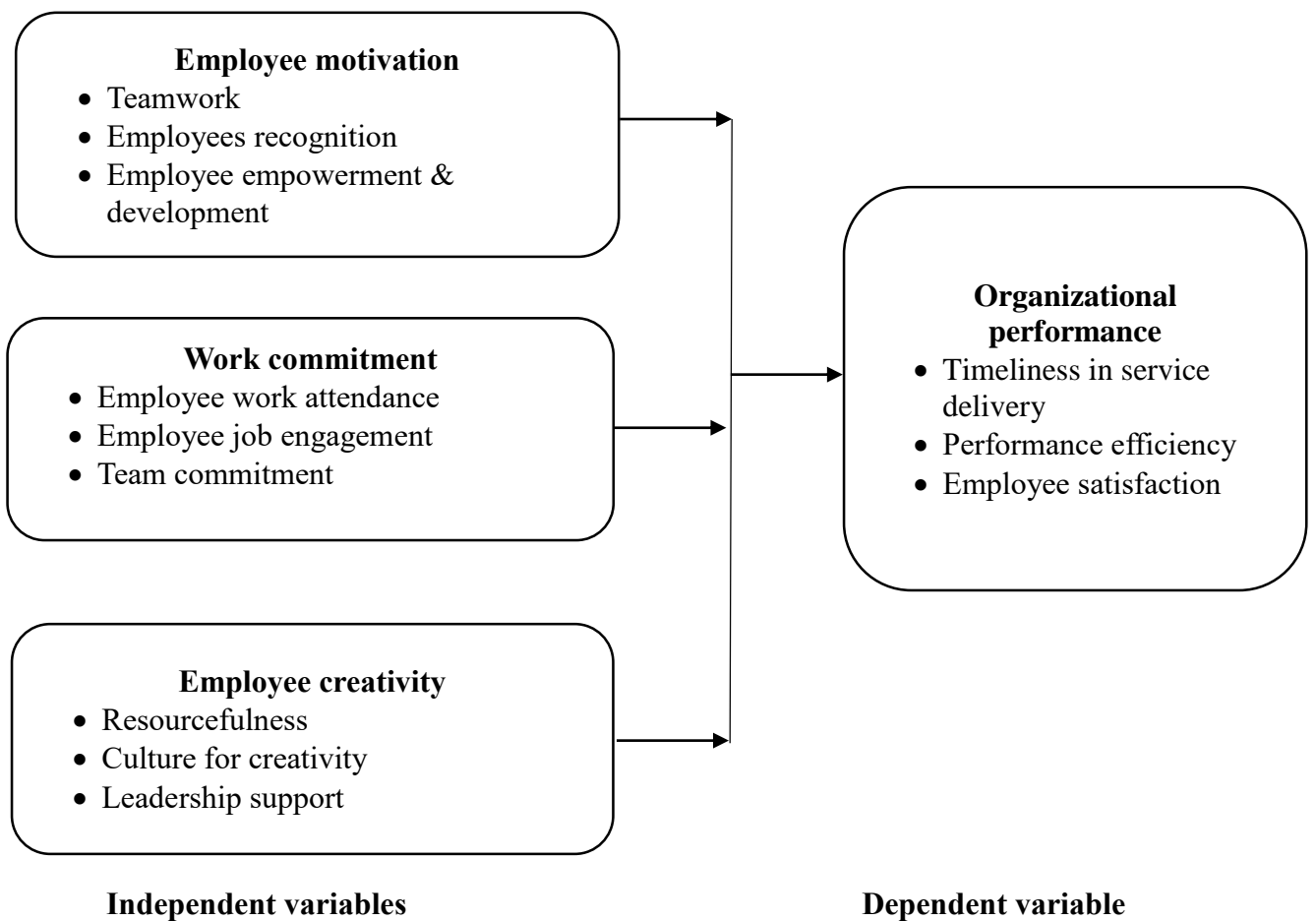
Figure 2.1: Conceptual Framework

The three most widely accepted leadership philosophies are among the independent variables of this study. Measures of organizational performance include timeliness of service delivery, employee satisfaction, and efficiency in organizational performance. According to the conceptual framework, transformational leadership metrics inspire employee motivation, work commitment and employee creativity on how well an organization performs.

2.4.1 Employee Motivation

According to Stanley (2012), motivation is considered as the psychological forces that direct a person's amount of effort and persistence in the face of adversity. While employee motivation is considered as the leader's ability to inspire employees to perform their task related assignments in the workplace. Motivation is held accountable by three parties: the

individual, the direct manager, and senior leadership (Bhuvanaiah and Raya, 2015). Several factors at play such as job satisfaction, accomplishment, acknowledgment, and incentives to Credibility, engagement, and ideals (both individual and institutional) enhance motivation, leading to improved organizational performance. Motivation is required for self-directed effort, teamwork, and collaboration. (Stanley, 2012).

Motivating people for better performance requires a variety of factors, including employee involvement, the company's vision and principles, management acknowledgment and appreciation for a job done effectively, and general management authenticity (Neeraj, 2014). Turnover of employees is a worldwide problem that all companies have to address (Stanley, 2012). Demotivation is a contributing reason to significant employee turnover, according to Mosley, Pietri, and Mosley Jr. (2012). Managers and other leaders are beginning to understand how crucial it is to incorporate strong motivational incentives in order to motivate excellent performance. (Cole and Kelly, 2011). Thus, to make it possible for organizations to achieve their goals, their workforce needs to be motivated and focused on achieving the stated objectives (Steers and Porter, 2011). This is facilitated by a leadership that understands and is opened to dynamic environmental transformations taking place both within and outside the organization.

Transformative leadership inspire clear definition of goals that fulfill the vision of an organization, department, team, or project. The effectiveness of a vision and goal The effectiveness of an organization's leaders in interpreting the vision and objectives of the organization, turning them into more focused objectives linked to specific units, and fostering an environment of open education to support the pursuit and fulfillment of the vision and goals will determine how successfully the organization is implemented (Gillen, 2000, Goodman et al., 1994). An organization's vision fosters commitment and increases employee motivation by assisting all team members in understanding the importance of the project. A team may be more

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dedicated to reaching optimal performance when all members see the value of what they do. Teams are able to advance toward both short- and long-term goals as a result, supporting the overall aims of the business. Barling, (Moutinho, & Kelloway, 1998).

Transformational leaders tend to have a more positive impact on staff retention than leaders that take a more transactional approach. Motivated employees are more likely to continue working for the organization and hence reducing turnover rates. More customers may be kept as a result of their abilities, hence contributing to improved performance. One possible explanation for this trend is the importance of charm in this kind of leadership. In today's competitive market, having a skilled and dedicated employees is more important than ever. organizations highly value dedication from workers.

It is no longer enough to raise compensation and expect better performance; companies are under immense pressure to find and implement initiatives that boost employee output (Deci, 2013). It's difficult to encourage workers, and it's much harder to keep them motivated (Levy, 2013). Productivity is affected by employee motivation, and a demotivated workforce will result in financial losses for the business in the form of low output and performance, increased expenses, high employee turnover, absenteeism, and a have a negative impact on employee morale (Jobber and Lee, 2014). It is widely understood that a company's ability to succeed is greatly influenced by the caliber of its people resources, irrespective of the industry in which the organization works. (Deci, 2013). Managers and leaders should keep this in mind as they attempt to keep their employees motivated and productive.

Teams benefit from transformational leadership because it encourages members to grow professionally while also motivating to achieve the team's and the organization's stated objectives. Developing new skills through empowerment, taking on challenging assignments, and honing one's professional aptitude are all important ways for workers to advance in their careers. Spreitzer (1995) suggests that a person's sense of self-worth, locus of power, and the

knowledge they already possess are all potential catalysts for employee growth. Workers believe that their voices can make a difference in the company if they can share their perspectives. When team members see that their leaders have their backs, they are likelier to take chances and take on challenging projects that will help them develop professionally.

2.4.2 Work commitment

Employee work commitment on work improves organizational performance and helps businesses achieve their goals because connected workers are more productive and dedicated to their jobs (Stackhouse, Zaman & Turner, 2022). Some theories define commitment as a person's psychological affiliation with their company through a sense of belonging, taking responsibility for their work goals, and being willing to take on new tasks. Performance metrics are a means by which management can influence employees' commitment.

Increasing employee engagement is essential because without it, a company would find it difficult to achieve its strategic objectives. According to Bedarkar and Pandita (2018), organizational commitment refers to a worker's involvement in carrying out his work with enthusiasm and passion. The level of employee commitment directly affects how well a company performs. The key to increasing output and gaining long-term competitive advantages is through leadership approach that fosters high-level dedication on the employee side. For an organization to grow, it is essential to prepare and retain engaged personnel who will work harder and do their duties with devotion and passion (Sharma & Dhar, 2019). This is directly attributable to the kind of leadership that management adopts to achieve its goals.

Organizational commitment is essential and promotes excellent performance, according to Sigler and Pearson (2020). The specific meaning of commitment might vary, however it can include loyalty to the team, taking ownership of objectives, and feeling obligated to meet requirements of the group. In challenging situations, commitment to the task and the job team is much greater and more active. Since conducting business under duress and imposition will

act against commitment, the commitment of the team's members will be stronger when it is based on human and moral principles and when it is the outcome of conscious selection.

One of the most important components in an employee's success is their ability to make decisions and performance-enhancing abilities (Alamahamid, McAdam, & Kalaldeh, 2010). Using a consensus-based strategy, leaders may work together with their teams to open up lines of communication that are accessible to all members of the group. This improves the likelihood that issues will be identified and addressed. According to Yulk and Becker (2006), workers are given leeway to modify their work schedules to get things done and use their judgment in the workplace.

2.4.3 Employee creativity

To foster creativity, bringing together people with different perspectives and skill sets is essential to find answers to complex problems. According to Piccolo and Calquitt (2006), a sense of community, trust, and fulfillment among workers increases their dedication to the group. When these conditions are met, workers become more invested in the company. Team members are drawn to one another because of an intuitive respect for differences in opinion and approach. The approach of leadership under discussion encourages followers to work together voluntarily and individuals can express their unique viewpoints and positively affect the lives of others around them (Azeem, 2010). Transformational leaders inspire and motivate their people to achieve goals by articulating a guiding vision and path. Employees are motivated to perform creative work as a result of intellectual stimulation. (Bass & Avolio, 1995).

Transformational leadership style has been quite popular among leadership experts because of its distinct methods of fostering employee creativity in comparison to other leadership styles (Khalili, 2016). Additionally, according to Shin and Zhou (2003), The transformational leadership style has a significant impact on employee creativity and is

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appropriate for identifying new opportunities and developing expertise inside organizations. Employee outcomes are elevated above what was anticipated as a result of the transformational leaders' ability to instill greater employee confidence and values (Bushra, Usman, & Naveed, 2001).

According to Khalili (2016), transformational leaders encourage and enable those around them to take measured risks and accept responsibility for their results. This fosters a creative workplace and helps to unlock the creative potential of employees. Furthermore, Transformational leaders encourage their teams to think outside the box when it comes to completing tasks in order to generate new and creative ideas. Empirically, several studies have shown there is a strong and positive relationship between transformational leadership and organizational creativity (Keller, 2008; Uddin, Fan, & Das, 2017). To inspire employees to come up with new ideas, leaders must model learning behavior in order to offer knowledge. (Razavi & Ab Aziz, 2017).

Employees are more likely to show dedication and enthusiasm for their work when they are given chances for professional advancement inside the company. Furthermore, it should be noted that the TL style prioritizes the growth of all employees in the organization as inspires them to more productive. Therefore, it is hypothesized that those with a development mentality would be more receptive to this kind of leadership (Burnette et al., 2013; Dweck, 2012). Staff development programs actively supported by management are to blame for this problem. As a result of this relatively passive management approach, workers are given greater responsibility. This kind of leadership fosters a setting conducive to personal and professional development. Dweck (2006) suggests that letting workers tackle these projects on time might boost productivity.

2.4.4 Organizational Performance

Cole and Kelly (2011) performance can be defined as the continuous process of enhancing an individual's performance through the alignment of planned performance (as well as organizational strategic goals) with actual performance. There are several approaches to accomplish this, such as goal-setting, formal/systematic appraisal interviews, informal daily appraisal and review, and standard-setting. According to Combs et al. (2005), the financial outcome of the interaction of an organization's attributes, operations and surroundings is referred to as organizational performance. Since most researchers gauge organizational success through economic indicators, the notion of organizational performance aligns with measurement procedures in strategic management research (Richard et al., 2009).

While some agree that organizational performance is the achievement of organizational goals, shown by financial results (Andreadis, 2009), Kim and Hancer (2010) contend that it also includes the attainment of intended organizational goals. Organizational performance means that each individual should exhibit behaviors and actions such as being punctual, completing duties, and adhering to organizational rules which depends on the leadership aspect of the management (Rao and Kareem, 2015). Organizational performance can also be described in terms of performance

Organizational performance can be assessed by contrasting the actual outputs of an organization with its intended goals, objectives, and outcomes.

2.5 Summary of literature

Evangelista (2019) examined how opportunistic behavior and expertise sharing in Vietnamese Businesses can help to manage the link between motivation among staff members and commitment to the organization. The samples were chosen using a non-probability sampling strategy followed by practical sampling, with some areas of Vietnam being moderately stratified. 636 employees from Vietnamese-owned firms made up the sample size.

A total of 379 online questionnaires were collected, while only 329 of them were valid. The study evaluated structural formula modeling using quantitative approaches. Continuance dedication has both direct and indirect effects, but it only indirectly influences worker motivation through opportunistic behavior, according to the findings. Furthermore, the results demonstrate that employees' understanding sharing in organizations is negatively impacted by opportunistic activities. The findings also show that, among corporate commitment's constituents, normative commitment affects employee motivation both directly and indirectly, with understanding sharing and opportunistic acts serving as mediating elements.

The purpose of Rukmani, Ramesh, and Jayakrishnan (2015) research in India was to analyze how different types of leadership philosophies affect business performance. According to the findings, managers in the public sector value both transactional and transformative leadership. However, there is a general consensus that transformational leadership is more critical than transactional leadership in influencing organizational success. Transformational and democratic leadership styles were discovered to have a larger favorable correlation with organizational success than other leadership beliefs. In a study by Mgbeze (2016) discussed how organizational performance in Nigerian banks is affected by a leader's style. It's no secret that the most effective leaders are transformational ones.

Koech and Namusonge's (2014) research analyzed how different leadership philosophies affected the efficiency of Kenyan government-owned businesses. According to the results, persuasiveness is a crucial trait of transformative leaders. Their success lies on the incentives they provide to people that go beyond material gain. These leaders might put a heavy burden on their teams and subordinates.

Pang and Lu (2018) conducted a study to examine how employee commitment affects organizational performance in the Taiwanese hospitality industry. The research used a descriptive survey design, and information from 75 participants in the Taiwanese resorts that

were selected was gathered through individual interviews and a set of predefined questions. Results showed that affective and continuous commitment have positive but unimportant effects on task effectiveness. Results thus point to a negative, if little, impact of normative commitment on organizational performance. According to the study, normative commitment has an adverse influence on organizational performance whereas practical and continual dedication have a minimal impact on task efficiency. In the end, research reveals that monitoring must fulfill its responsibility by motivating its employees with motivating factors that have a big impact on employee organizational performance.

Krishna (2011) examined how transformative leadership affected the dedication and output of a team. In the study, there were two stages of hypothesis testing. Analyzing the connections among organizational commitment, psychological empowerment, team effectiveness, and transformational leadership was the first stage. In addition to the correlation research, several regression analyses were conducted to assess the hypotheses. It was also tested whether psychological empowerment played a mediating effect using hierarchical regression analysis. According to the findings, transformational leadership is positively correlated with effectiveness, additional effort, contentment, and psychological empowerment.

Al Khajeh's (2018) research examined how different leadership philosophies affected businesses in the United Arab Emirates. The study's results suggest a weak connection between transactional and charismatic leadership styles and organizational achievement. On the other hand, authoritarian and democratic leadership styles were both shown to have a beneficial effect on business outcomes. A leadership approach that encourages the growth of workers' skills and abilities was suggested as a best practice for businesses. Leadership styles and their effects for Nigerian companies were studied by Igbaekemen and Odivwri in 2014. According to the results, successful companies understand the importance of having strong leadership that can impact their employees.

According to Wang et al. (2011 At the individual level, there is a link between transformative leadership and improved follower performance. In addition, the study showed a link between transformative management and organizational team performance. According to Xu and Wang (2010), Motivation that is focused on a specific behavior determines performance, which is a result of abilities, talents, knowledge, and motivation. According to the study undertaken by the aforementioned writers, transformational leadership promotes the overall growth of the members. Followers define transformational leadership as a self-defining and gratifying relationship with a person or group. People are drawn to transformative leaders because of their idealism and behavioral appeal (Jyoti & Bhau, 2015).

Obiwuru, Okwu, Akpa, and Nwankwere (2011) assessed how different leadership philosophies affected organizational performance in a sample of small businesses. According to the data, charismatic leadership has a marginally beneficial impact on followership and output. The The primary purpose of this research was to determine how different leadership philosophies affected the performance of small businesses in the Ikosi-Ketu Council development, Lagos State, Nigeria. This study took both transactional and transformational leadership styles into account. Charisma, inspiring motivation, intellectual stimulation/individual consideration, and effectiveness were transformational leadership behaviors and 26 performance/outcomes judged relevant in the study, respectively.

2.6 Research Gap

Even though it is evident that some scholarly research has been done to ascertain according to the literature reviewed, the relationship between transformational leadership and organizational performance. However, there are hardly any studies that concentrate on establishing how transformational leadership and organizational performance of ministry of lands, public works, housing and urban development are related.

Secondly the reviewed literature has not demonstrated the effect of employee

motivation, work commitment and employee creativity on Kenyan government ministry organizational performance leave alone the Ministry of Lands, Housing and urban development. This reveals an important gap in academic literature as there is no empirical evidence that links these variables to organizational performance of the ministry of lands, public works, housing and urban development. Hence this presents a contextual gap that the current study wishes to address.

Lastly, the studies that have been conducted that come close in context to the current study, examine the impact of transformational leadership on teacher effectiveness in public schools (Karanja, Mugwe, and Wanderi, 2013); Namusonge and Koech (2014) focused on the The impact of leadership styles on organizational performance in Mombasa-based state corporations. The current examines the effect of transformational leadership (employee motivation, work commitment and employee creativity) on organizational performance of ministry of lands, public works, housing and urban development in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design, target population, sampling design, sample size, data collection instruments, data collection procedures, pilot study, validity and reliability, data analysis plan and ethical considerations.

3.2 Research Design

The research design reflects the comprehensive methodology used to conduct the study (Cooper & Schindler, 2014). This research employed a descriptive methodology. Examples of descriptive research methodologies include case studies, surveys, and even correlations. According to Mugenda (2003), the primary objective of a descriptive design is to capture data without disrupting the organic flow of the study. Since the method is non-destructive, it can be applied to natural events even if the researcher has no influence over the factors. The design also permits collection of quantitative responses from cases under investigation and show trend and pattern that is useful in drawing conclusions.

3.3 Target population

According to (Asiamah et al, 2017) population is the entire group that you want to draw conclusions about. According to Kothari (2004), the term "target population" refers to every member of a real or imagined group of individuals, occasions, or topics which the researchers want to broadly apply the study's findings. The unit of analysis was the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The unit of observation of the study was employees working in the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Therefore, all the ministry staff drawn from the ministry headquarters in Nairobi were considered as the target population of the study. There were 188 employees who comprised head of departments, administrators, human resource officers, technical staffs,

and support staffs/officers (Ministry of Lands, Human Resource records, 2023). These were

presented as shown in Table 3.1 below;

Table 3.1: Target Population distribution

Category	Target population
Head of departments (HoDs)	28
Administrators	15
Human resource officers	22
Technical staffs	53
Support staffs/officers	70
Total	**188**

Source: Ministry, HR records (2023)

3.4 Sample size

The number of observations or measurements used in a study or experiment is known

as the sample size. A sample is a subset of a population chosen to reflect the entire population

(Mugenda & Mugenda, 2003). The sample size affects the accuracy and reliability of the results

(Boreham et al., 2020). Yamane (1967) formulas were used to establish the sample size for this

study, as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

where n = sample size

N= target population

e= degree of confidence

$$n = \frac{188}{1 + 188(0.1)^2}$$

n = 65

= 65 respondents.

As a result, the sample size for this study was 65 respondents from Ministry of Lands,

Public works, Housing, and Urban Development in Kenya. (*see Table 3.2 below).*

Table 3.2 sample size distribution

Category	Target population	Sample size
Head of departments	28	10
Administrators	15	5
Human Resource officers	22	8
Technical staffs	53	18
Support staffs/officers	70	24
Total	**188**	**65**

Source: Ministry HR records (2023)

3.5 Sampling Design

According to Cooper and Schindler (2014), study sample design outlines the research strategy for selecting cases to be observed. This study selected 65 employees from the Ministry of Lands, Public Works, Housing, and Urban Development headquarters in Nairobi, Kenya, using a stratified random sample method. The head of departments, administrators, human resource officers, technical staffs and support officers all formed the stratum upon which the study applied simple random sampling to obtain the sample for the study. This method was preferred because it is not biased and gives all the respondents an equal opportunity to take part in the study (Mugenda & Mugenda, 2003).

3.6 Data Collection Instruments

The data for this study was gathered using a questionnaire. It contained close ended questions to limit responses to a particular scope within the precinct of the research objectives. According to Mugenda and Mugenda (2003), questionnaires are a practicable and efficient method for collecting such vital demographic data. This method has demonstrated Orodho's (2003) claim that it successfully engages a diverse community of competent readers and writers. In general, the researcher used 65 questionnaires which were administered to the respondents.

3.7 Data Collection Procedures

Forsberg and Rantala (2020) define data collection as a systematic process that includes the systematic acquisition, surveillance, quantification, and evaluation of dependable information to facilitate research initiatives. The researcher obtained a cover letter describing the research's purpose and requesting permission to conduct the study. NACOSTI granted a research permit to support this. The questionnaires were posted in a readily accessible location, allowing respondents to return them at their convenience. Reminding respondents to complete questionnaires via phone calls and text messages significantly increased the response rate. The researcher designated a department administrator to receive the completed questionnaires from respondents upon which they were collected for analysis.

3.8 Pilot study

Before thoroughly implementing a proposed research questionnaire, conducting a pilot test on a lesser scale is customary to determine its viability (Gitman, 2019). Before administering the instrument, the questionnaire was subjected to a preliminary test to determine its reliability. Cooper and Schindler (2014) assert that using pretests enhances the credibility and integrity of the collected data. In the pilot study, 7 questionnaires were used, representing 10 percent of the sample size as informed by Lancaster, Dodd, and Williamson (2019) that the sample size for high precision pilot studies should be between 1% and 10%. The seven questionnaires were administered to seven respondents whom were selected from the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Participants in the pre-test were barred from participating in the final trial. The questionnaires were given out in person by the researcher. The ability of the research instruments to deliver their findings was examined during the pilot phase.

3.8.1 Validity Test

An instrument's validity is determined by its capacity to measure the intended construct. To determine if the operational definition of variables accurately captures the true theoretical significance of a concept, construct validity is used. According to (Clark, 2008) There are three different kinds of validity: construct, face, and content. Face validity is the ability to determine the test's validity just by looking at it. When the items on an instrument appear to measure the intended concept, it is said to have face validity (Rubin & Bellamy, 2012). Face validity is achieved by asking respondents about their thoughts on the research instrument so that it can be refined and fixed prior to the real field presentation.

Content validity refers to how well a measure appears to cover the entire range of meanings within a concept. (Rubin & Babbie, 2016). According to Yaghmaie F, (2003) Content validity can serve to assure construct validity and offer readers and researchers trust in instruments, it can also be used to measure the appropriate sampling of items in questionnaires. Kerlinger, (1986) believes that content validity is reflecting of the content, and hence the content validity of an instrument is based on the appropriateness of a sampling area of context. The researcher sought expert advice to verify content validity.

The collection of data to support the interpretation of what a measure reflects is referred to as construct validity (Marsh, 2002). Construct validity ensures that the test measures only the desired attribute and not any other irrelevant attributes. It is about ensuring that the test measures the concept it was designed to evaluate. Along with content validity and criterion validity, it is one of the major categories of validity evidence. To establish construct validity, one needs to show that the test is related to other variables as expected, based on the underlying theory of the construct (Stanton, 2007).

3.8.2 Reliability Test

Cooper and Schindler (2014) state that dependability of a research instrument is determined by the frequency or absence of error in its results. A reliability test assures the accuracy of the data measuring device. Cronbach's alpha can be used to assess how consistently research instruments respond to study questions internally. A variable is considered stable if and only if it responds consistently to the same queries (Valencia-GO, 2015). A statistical indicator called Cronbach's alpha measures the fundamental or innate qualities of a construct's reliability. Orodho (2003) defines a construct as "an all-encompassing idea or academic discipline." The true score, or "alpha," is typically limited to values between zero and one. It can also assess grading schemes and conduct surveys with multiple-choice responses. According to Orodho (2003), a reliability coefficient 0.7 is sufficient; thus, a high score denotes a high degree of dependability. Cronbach's alpha was employed to measure dependability in this study.

3.9 Data Analysis

Data analysis is the methodical utilization of statistical or logical tools to clarify, illustrate, and evaluate data (Shamoo and Resnik, 2003). Questionnaires were used to collect the primary data. These data was screened for completeness and accuracy before analysis. Coding was used to arrange and compress research data into understandable summaries by categorizing research responses. The obtained quantitative data was then analyzed quantitatively using statistical packages for social sciences (SPSS) software version 26. The analyzed data was then displayed as tables, graphs, charts, and figures for ease of comprehension and interpretation, as well as to draw conclusions. The researchers also utilized several linear regression models to determine the strength of the link between the independent variables (employee motivation, work commitment and employee creativity) and the study's dependent variable (organizational performance).

The regression models were in the form of;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; Y= Organizational performance

β_0 = constant

$\beta_1 X_1$ = Employee Motivation

$\beta_2 X_2$ = Work Commitment

$\beta_3 X_3$ = Employee Creativity

ε = error term

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the results of the study that was conducted to examine the effect of transformational leadership style on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The chapter presents the descriptive and inferential analysis of the data as obtained from the field. The data has been analyzed and presented based on the objectives of the study.

4.2 Response rate

It is the proportion of survey participants who successfully answer the questions in the final data sets (Orodho, Waweru, Ndichu, & Nthinguri (2013). The researcher administered a total of 65 questionnaires to the respondents who were selected randomly from the Ministry of Lands, Public Works, Housing and Urban Development headquarters in Nairobi. Out of this number, the researcher managed to collect back 52 questionnaires which were fully filled. The researcher therefore, considered the 52 questionnaires which were complete for further analysis and this represented 80% response rate. The uncollected 13 questionnaires represented 20% as presented in Figure 4.1 below. According to Mugenda & Mugenda (2003), a response at or above 50% is satisfactory, 60% is beneficial, and 70% or more is exceptional. As a result, the study's response percentage of 80% was deemed reasonable and sufficient for analysis. The response rate is depicted in Figure 4.1 below.
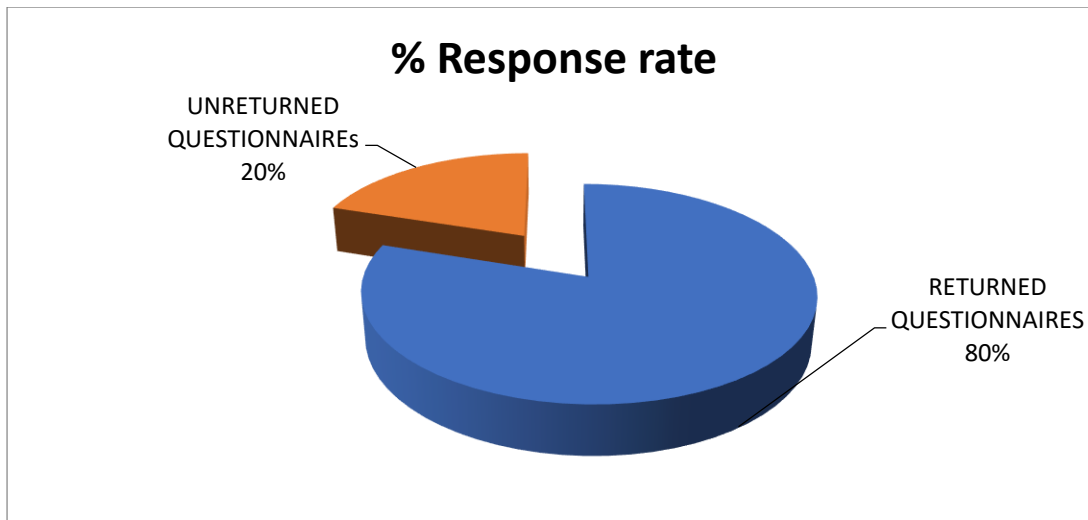
Figure 4.1 Response rate

4.3 Reliability Results

The Cronbach's alpha coefficient was utilized by the researcher to assess the questionnaire's reliability. Cronbach's alpha values range from 0.0 to 1.0. The reliability of the construct items is considered good if the alpha coefficient is high. Cronbach alpha should be 0.7 or higher to be considered acceptable; anything less is questionable (Singpurwalla, 2017). The researcher conducted reliability tests on all the four variables of the study as illustrated below. The study findings in Table 4.1, show that all of the variables under analysis had a score of more than 0.5, an indication that the data collecting instrument were reliable for the purpose of this study.

Table 4.1: Reliability Statistics for the constructs

Construct	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Remarks
Employee motivation	.752	.697	Good
Work commitment	.710	.667	Good
Employee creativity	.773	.799	Good
Organizational performance	.794	.765	Good

The study achieved an overall aggregate reliability of 0.745. This shows that the all the constructs were reliable and hence provided a good measure that the main study could adopt.

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4.4 Validity test

A validity test was carried out to verify the significance and technical accuracy of the questions in the study's instrument. Experts in the field of study were consulted to determine the face validity of the research tools who helped in assessing the data collection instruments to ascertain if the instruments were comprehensive enough to cover the study objectives, making adjustments to the questions to remove ambiguity. They also checked on the clarity and appropriateness of the data collection instruments. The study results obtained from the face validity test indicate that the data collection instruments are very comprehensive, clear and appropriate for the study. In addition, the researcher investigated both content and construct validity. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity results for both the dependent variable (Organizational Performance) and independent variables (employee motivation, employee work commitment and employee creativity) show that the variables were significant as depicted by KMO values more excellent than the threshold of 0.6 as shown below in table 4.2

Table 4.2: KMO and Bartlett's Test

Variable	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Measure of significance
Organizational performance	0.680	.000
Employee motivation	0.664	.000
work commitment	0.704	.000
Employee creativity	0.631	.000

4.5 Descriptive analysis of study variables

Here the systematic descriptive statistical analysis of the study variables as per the study objectives. This study examined the effect of transformational leadership style on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The study adopted three constructs i.e. employee motivation, work commitment and employee creativity as independent variables and organizational performance as the dependent variable of the study. To examine the aggregate patterns and create a relationship that exists between entities of a logical group, the mean and standard deviation were obtained from the 52 study respondents. The findings were presented as follows;

4.5.1 Employee Motivation

The study sought to know effect of employee motivation on organizational performance of ministry of lands, public works, housing and urban development in Kenya. Respondents were asked to score their degree of agreement with the assertions about employee motivation supplied in the survey. The results are shown in Table 4.3 below.

Table 4.3: Descriptive Statistics for employee motivation

Statement	N	Mean	Std. Deviation
Our ministry has set clear goals that are in line with the vision and mission of the organization.	52	2.8077	.84107
The manager encourages team work among employees of the ministry	52	4.4808	.64140
Employees actively participate in their work, demonstrate enthusiasm, and show a genuine interest in their tasks and responsibilities	52	4.5962	.49545

The manager promotes staff professional development through employee empowerment programs	52	3.0962	.89134
The manager acknowledges and recognizes employees that perform well in their areas of duties for rewards	52	3.1538	1.22690
Valid N (listwise)	52		

When the respondents were asked whether their ministry had clear goals that were in line with the vision and mission of the ministry, majority of the respondents moderately agreed as reflected by a mean= 2.8077 and standard deviation=0.84107. This implies that respondents were skeptical about the concerns the relationship between the goals set and the vision of the ministry. This supports the assertion that the ability of leaders in an organization to understand and articulate the vision and goals, convert them into more focused objectives linked to specific units, and then cultivate an open learning environment to support the pursuit and successful completion of the vision and goals determines the effectiveness of vision and goal implementation (Gillen, 2000, Goodman et al., 1994).

Additionally, the study found that management encouraged team work among employees of the ministry to enhance performance of their duties as suggested by a mean = 4.4808 with a standard devotion= 0.64140 of the responders strongly agreed. Moreover, the study observed that employees actively participated in their work, demonstrated enthusiasm, and showed genuine interest in their tasks and responsibilities as shown by a mean=4.5962 with a standard deviation of 0.49545. This implies that employee teamwork motivated employees to perform their duties as demonstrated from their performance enthusiasm. The findings agree with the views of Bhuvanaiah and Raya (2015) who stated that it is the

responsibility of the managers, leaders and individual employees to motivate fellow employees to perform their tasks effectively and to meet the organizational performance goals.

Furthermore, the results showed that most responders were in agreement that managers promoted staff professional development through employee empowerment programs like refresher trainings as indicated by the mean=3.0962, standard deviation = 0.89134. This implies that professional development of employees was a key area of manager's focus to make employees undertake their responsibilities appropriately. Finally, on whether the managers acknowledged and recognized employees that perform well in their areas of duties for rewards, the respondents agreed as suggested by the mean =3.1538 with a standard deviation =1.22690.

The high standard deviation implies that the responses were highly varied and widely spread out and hence not closer to the mean. This also signifies that the majority of those who participated provided responses in respect to employee recognition efforts and hence suggests that not most of the employees would be recognized for their efforts when it comes to rewards. The findings validate the views of Cole and Kelly (2011) that underlined the significance of incorporating strong motivating incentives to enhance excellent performance by leadership and management. In addition, Roach Mack (2014) also contend that transformational leadership enables teams to acquire leadership abilities by paying attention to individual needs and growth, which enhances team performance and results and therefore should be embraced such leaders.

4.5.2 Employee Work Commitment

The study intended to establish how proactive the employees were committed to their work performance and how this impacted on the performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Work attendance, employee job engagement and teamwork commitment were the indicators used on this variable. The

respondents were provided with a range of statements and gave their opinion as reflected in the table 4.4 below;

Table 4.4: Descriptive Statistics for work commitment

Statement	N	Mean	Std. Deviation
Our mangers emphasizes on employee performance metrics to enhance organizational performance achievement	52	3.6538	1.13560
Manager encourages employees to be deeply engaged in their work assignments	52	3.6154	1.05075
Our employees are have positive and optimistic attitude towards their tasks	52	3.1923	1.23730
Our employees are open to change and embrace new challenges and are not resistant to organizational changes	52	3.4615	1.12827
Manager encourages group member commitment and adaptability to changing job environment	52	3.9423	.93753
Valid N (listwise)	52		

The results in the above table 4.4 show that mangers emphasize on employee performance metrics to enhance organizational performance achievement at the Ministry of Lands, Public Works, Housing and Urban Development as indicated by a mean =3.6538 with a standard deviation=1.13560. These results validate the views of Stackhouse, Zaman and Turner (2022) who opined that employee work Because dedicated employees are more productive and engaged to their work, commitment increases organizational performance and helps organizations achieve their goals.

According to the findings, participants concurred that managers encouraged employees to be deeply engaged in their work assignments as enshrined in the ministry policies with a

mean =3.6154 with standard deviation of 1.05075. This suggests that the majority of participants gave varied responses that widely spread away from the mean. These findings conform with the fact for an organization to grow, it essential must prepare and retain engaged personnel who will work harder and do their duties with devotion and passion (Sharma & Dhar, 2019).

On whether the employees were enthusiastic and passionate about their tasks, contributing tremendously to organization targets, the results revealed that the respondents disagreed with a mean=2.2692 and standard deviation=1.09572. This suggests that many employees were less committed to their work roles as evident in many government institutions. Luu and Phan (2020) observed that organizations should maintain employees' positive attitudes and behavior by implementing the transformational leadership and making sure that they are satisfied at work, as job fulfillment is essential in the organization by orienting employee psychology, motivation, and positive behavior to change which is in contrast to the above results.

Moreover, the researcher found that employees were not open to change and could not embrace new challenges leading to their resistance to organizational changes as shown with a mean=3.9423 and standard deviation = 0.93753. In conclusion, the study observed that most ministry employees were reluctant to embracing change owing to the fact that the ministry currently was shifting towards digitalization to improve on its customer service and service efficiency.

Finally, the findings revealed that managers encouraged group member commitment and adaptability to changing job environment as indicated by a mean = 3.9423 with a standard deviation of 0.93753. The researcher can draw the conclusion that majority of employees at the Ministry lacked individual commitment to their work owing to the fact that it was merely the managers' initiative to improve on performance and not employees'. This is not consistent with

the views of Shibru and Darshan (2011) and Stewart (2006), that an organization can increase its effectiveness by providing intellectual stimulation, demonstrating personal care for followers, and encouraging significant behavioral improvements among subordinates. However, the results contradict the views of Pang and Lu (2018) who observed in their study that, normative commitment has an adverse influence on organizational performance whereas practical and continual dedication have a minimal impact on task efficiency

4.5.3 Employee Creativity

This variable aimed to determine the effect of employee creativity on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The variable was measured by six indicators to establish its effect on performance. The results obtained were shown in table 4.5 below based on the opinions of the respondents.

Table 4.5: Descriptive Statistics for employee creativity

Statement	N	Mean	Std. Deviation
Manager encourages creativity among employees	52	3.4231	1.05433
Our manager encourages supportive culture for creativity among employees	52	2.4846	1.26264
Our managers are not bound by rigid thinking patterns that dissuade openness to explore new approaches to new tasks and challenges	52	3.4423	1.07400
Our managers value different viewpoints and are open to collaborations	52	3.3077	1.19703
Our managers are resourceful and understand their roles effectively	52	4.0962	.53356
Valid N (listwise)	52		

Results from the above table 4.5 show that the employees neither agreed nor disagreed that managers encouraged creativity among employees due to their neutral position on this statement as depicted by a mean =3.4231 with a standard deviation =1.05433. This suggests that majority of ministry employees felt that they were not encouraged to be creative by the management and were only left to perform their duties as dictated by ministry policies. The findings go against the views of Khalili (2016), who cited that Transformational leaders motivate and empower their followers to take calculated chances and take ownership of their outcomes, which helps to harness the creative atmosphere and inspires employees to work creatively.

The study further found that respondents disagreed that managers encouraged supportive culture for creativity among ministry employees as shown by a mean of 2.4846 and standard deviation =1.26264. This shows that there was no creativity in work performance as suggested by the response, implying that only enshrined guidelines were the norm of conducting work responsibilities and leaving much to desired on how to improve service provision at the ministry. As per the observations made by Khalili (2016) that transformational leaders must push their team members to investigate alternative methods of doing tasks in order to produce fresh and innovative ideas. Furthermore, there is a need to motivate people to come up with new ideas, therefore leaders must provide information by modeling learning and changing their behavioral approach to performing their jobs (Razavi & Ab Aziz, 2017).

Additionally, the study observed that managers were not bound by rigid thinking patterns that dissuade openness to explore new approaches to new tasks and challenges as shown by a mean of 3.4423 with a standard deviation =1.07400, implying a closeness to the mean. The findings suggest that managers at the ministry were not open to exploring new approaches to task performance as reflected by their rigidity. These results did not agree with

the fact that employees are generally inspired to produce creative work through intellectual stimulation as observed by (Bass & Avolio, 1995).

The majority of the respondents held a neutral view point that their managers value different viewpoints and were open to collaborations as shown by a mean=3.3077 with a standard deviation =1.19703. In contrast, the researcher observed that managers were more resourceful and understood their roles effectively as agreed by majority of the respondents (mean=4.0962; with a standard deviation=0.53356). This indicates that managers were able to execute their roles effectively but were only bound by the rigid policies to explore new approaches that could make the ministry achieve its performance goals. leadership approach that encourages the growth of workers' skills and abilities was suggested as a best practice for businesses as suggested by Burnette et al., (2013) and Dweck (2012), managers should encourage employees to dedicate themselves and be enthusiastic on their work so as to achieve better results for the organization.

4.5.4 Organizational Performance

The dependent variable sought to examine the effect of transformational leadership style on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. this variable was measured by three constructs; timeliness in service provision, performance efficiency and employee job satisfaction. The study requested participants to express their thoughts on a likert scale based on the statements provided relating to organizational performance of the ministry. The results were presented in table 4.6 below;

Table 4.6: Descriptive Statistics for organizational performance

Statement	N	Mean	Std. Deviation
Our ministry has introduced innovative strategies to enhance its performance like digital records	52	4.1538	1.34870
Our ministry has embraced technology.	52	3.9808	.95979
The organization achieves its performance targets.	52	2.1346	1.35802
Our ministry strategies encourage organizational effectiveness	52	4.3846	.79592
Our ministry adheres to its values and mission statement.	52	3.6818	1.02679
Our ministry offers reward schemes like promotions for employees	52	4.1346	.97073
Our ministry has embraced strategies for employee personal learning and growth	52	3.5382	1.50765
The ministry has elaborate mechanisms to handle employee concerns effectively.	52	3.6481	1.23076
Valid N (listwise)	52		

The study found that most of the ministry employees agreed that the ministry has introduced innovative strategies e.g. digitalization of records to enhance its performance as indicated by a mean value=4.1538 with standard deviation=1.34870. Moreover, the respondents agreed that technology has been embraced by the ministry to increase efficiency and customer service provision as demonstrated a mean of 3.9808 and standard deviation =0.95979.

Findings also showed that the ministry was not able to achieve its performance targets as indicated by a mean =2.1346 and standard deviation=1.35802. This implies that there were certain challenges that affected their performance achievement. This could explain the reason for backlog of unresolved customer cases at the ministry. The results are in contrast to the observation of Krishna (2011) who pointed that effectiveness, additional effort, contentment, and psychological empowerment of employees would greatly contribute to employee performance, hence creating a ripple effect on overall organizational performance.

The respondents further noted that ministry strategies encouraged organizational effectiveness as shown by a mean=4.3846 with a standard deviation of 0.7952, implying that the replies were closer and spread around the mean. As noted by Pang and Lu (2018) that affective and continuous commitment have positive important effects on organizational effectiveness in achieving its desired performance targets. Kim and Hancer (2010) also contend that attainment of intended organizational goals, require each individual employee to exhibit behaviors and actions such as being punctual, completing duties, and adhering to organizational rules which depends on the leadership aspect of the management (Rao and Kareem, 2015).

The results also showed that the ministry adheres to its values and mission statement as indicated by a mean = 3.6818, with a standard deviation =1.34870. The study further noted that ministry offered reward schemes like promotions for employees, hence motivating their workforce to work hard as suggested by a mean=4.1346 with a standard deviation = 0.97073. This is an indication that rewards motivate employee performance in the ministry.

Consequently, the researcher found that the ministry embraces strategies for employee personal learning and growth to enhance their skills and enable them performance their work related duties (mean=3.5382, with standard deviation=1.50765). This is an indication that employees at the Ministry of Lands have opportunities for personal career development

through initiatives adopted by their employer. This conforms with the position of Al Khajeh (2018) that a leadership approach that encourages the growth of workers' skills and abilities is a best practice for businesses to enhance its performance objectives.

Finally, the respondents agreed that their ministry had elaborate mechanisms to handle employee concerns effectively, limiting chances of conflict of interests as indicated by a mean =3.6481 and a standard deviation =1.23076. In conclusion, the study notes that it is always evident that employee concerns can derail their performance efforts, hence the need for an elaborate policy to handle them.

4.6 Diagnostic tests results

Before performing inferential analysis, a variety of diagnostic tests were performed. The tests were done to ensure that the data series was not biased and that the estimates produced were correct. Multicollinearity, heteroscedasticity, linearity, normality and auto-correlation tests were among the tests conducted.

4.6.1 Multicollinearity

According to William et al. (2013), multicollinearity is the existence of interactions between predictor variables. The variance inflation factor (VIF) was used to evaluate multicollinearity. Field notices that VIF values above indicate the presence of multicollinearity. When a predictor variable has a VIF value of 1, it signifies that there is no correlation between it and any other predictor variables in the model. When the VIF value is between 1 and 5, there is a moderate correlation, which is usually not severe enough to attract attention between a given predictor variable and other predictor variables in the model. A number greater than 5 indicates a severe correlation between a certain predictor variable and other predictor variables in the model. In this case, the regression output's coefficient estimates and p-values are probably not reliable. Table 4.7 shows the outcomes achieved;

Table 4.7: Multicollinearity Coefficient

Model		Collinearity Statistics	
		Tolerance	VIF
1	EM	.994	1.006
	WC	.876	1.142
	EC	.878	1.139

a. Dependent Variable: OP

The study observed that none of the variables in this study had variance inflation factors (VIF) of more than 5, for instance employee motivation had a VIF value of 1.006, work commitment had a VIF value of 1.142 and employee creativity had a VIF value of 1.139. This shows that the predictor variables had VIFs of less than 5, an indication that multicollinearity will not be a problem in the regression model.

4.6.2 Heteroscedasticity

Heteroscedasticity is a statistical term that refers to a systematic shift in the distribution of residuals throughout a given range of observed values. Ordinary least squares (OLS) regression assumes that all residuals come from a population with a constant variance (homoscedasticity), which makes heteroscedasticity an issue. To meet the regression assumptions and give accurate results, the residuals must have a constant variance. To see if the error terms in the panel data are associated across observations, a heteroscedasticity test was performed. Figure 4.2 depicts the results;

Scatterplot
Dependent Variable: OP
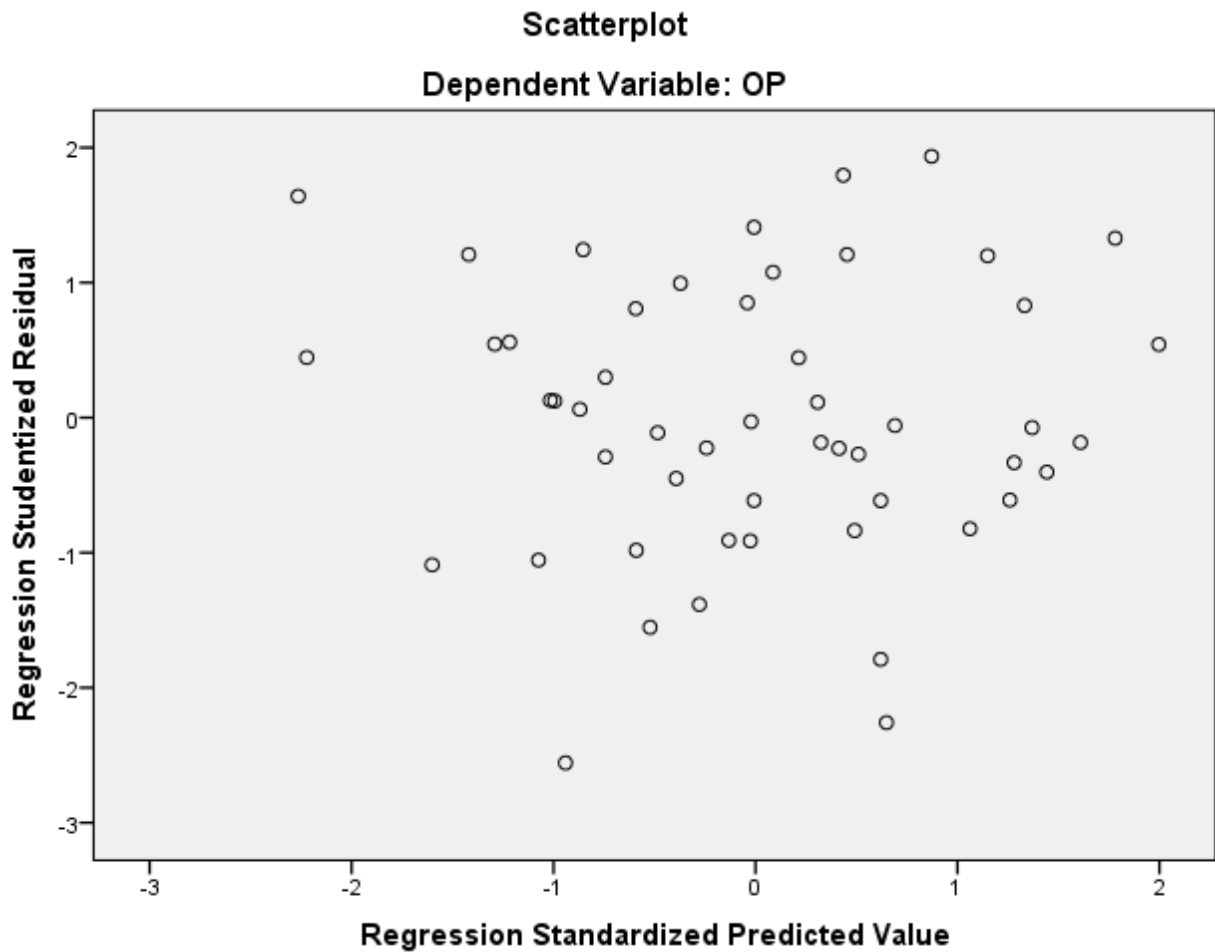
Figure 4.2: Scatter plot

The results of heteroscedasticity reveal that the dots are diffused and do not create a clear distinctive pattern based on the scatter plot above. As a result, the study shows that the regression model does not suffer from heteroskedastisitas.

4.6.3 Linearity test

The linearity test determines whether or not the connection between the independent variables and the dependent is linear. The investigation into the relationship between transformational leadership and organizational performance provided results that balanced on a straight line, implying that the relationship was linear, as shown in figure 4.3 below;

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: OP
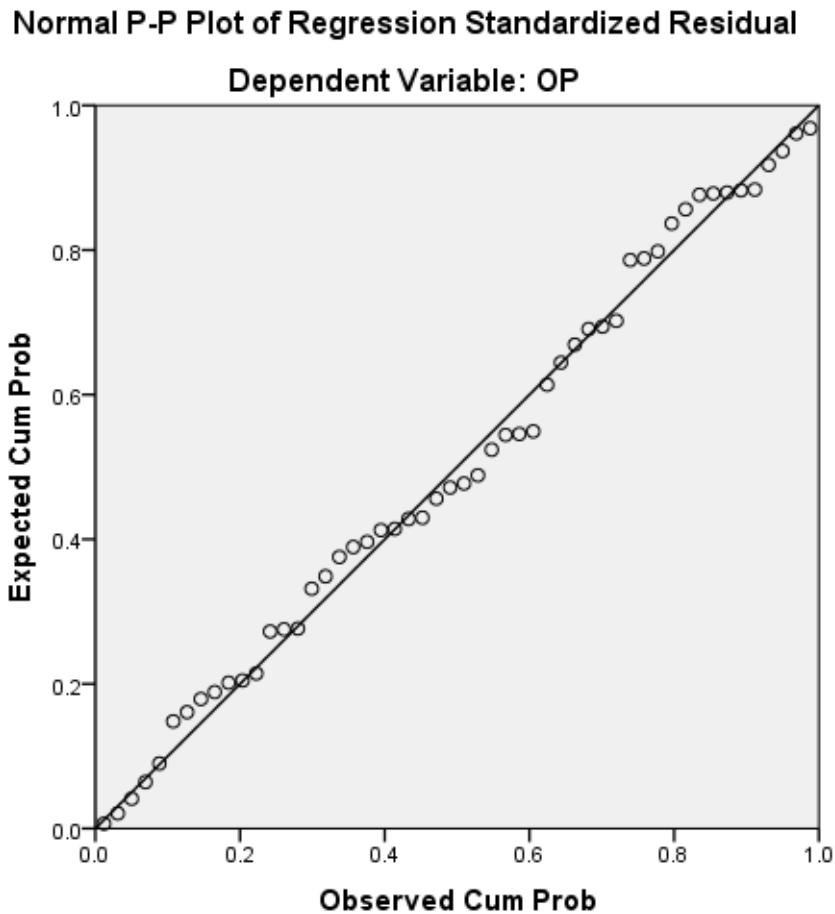
Figure 4.3: Linearity

4.6.4 Normality test

The normality test is a statistical test used to verify if a sample of data was drawn from a regularly distributed population. The normalcy test can be determined using the Kolmogorov-Smirnov and Shapiro Wilk tests. The researcher employed the Shapiro-Wilk test to determine the normality of the data in this study since it is appropriate when working with small sample sizes. The Shaphiro Wilk test is a reliable method that yields a p-value for determining whether a probability estimate is normally distributed. A Shaphiro-Wilk test is run on each dependent construct and each predictor. According to Shapiro and Wilk (1965) testIf the p-value is higher than 0.05, the data is deemed regularly distributed. Results in Table 4.8 below presents that all of the variables had significance levels of more than 0.05, an indication that the data was statistically distributed and would undergo additional statistical analysis.

Table 4.8: Normality test

Variable	Shapiro-Wilk		
	Statistic	Df	Sig.
Organization Performance	.987	7	.985
Employee Motivation	.920	10	.359
Work Commitment	.890	10	.171
Employee Creativity	.974	15	.917

a. Lilliefors Significance Correction

4.6.5 Autocorrelation test

The Durbin Watson was used to determine the auto-correlation test. The Durbin Watson test statistic contains a numerical range of 0 to 4; 2 shows no autocorrelation, 0 to 2 indicates positive autocorrelation (common in time series data), and >2 to 4 shows a negative autocorrelation (rare in time series data). As a general rule, test statistic ranges between 1.5 and 2.5 are regarded as extremely normal. Values outside of this range may be cause for worry. Table 4.9 blow shows the results of the autocorrelation test.

Table 4.9: Durbin-Watson test of autocorrelation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.906[a]	.821	.552	3.50702	2.232

a. Predictors: (Constant), EC, EM, WC

b. Dependent Variable: OP

The results in the above table 4.9, show that the Durbin-Watson test had a test statistic value of 2.232. This value falls within the range of 1.5 to 2.5 according to the rule of thumb. The test statistic value of 2.232, implies that there was no autocorrelation in the data and that the

residuals were independent of each other.

4.7 Inferential Analysis

Inferential analysis was performed in the study to determine the link between the independent variables (employee motivation, employee work commitment and employee creativity) and the dependent variable (organizational performance). This aided in determining the degree to which the independent variables affected performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. For this study, the researcher utilized a multiple linear regression model to investigate the link between the study's variables.

4.7.1 Model Summary

The regression model summary table contains information on the regression line's ability to account for the total variation in the dependent variable. The model summary reveals if the recorded y-values are broadly dispersed around the regression line (Kothari, 2004 As a result, the regression model describes a percentage of the overall variation in the dependent variable. The model summary in table 4.10 below shows that the model was of good fit with an R-square value of 0.821, meaning the independent variables; employee motivation, employee work commitment and employee creativity explained 82.1% of the variation in organizational performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. While the remaining percentage (17.9%) could be as a result of factors not covered in this study.

Table 4.10: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906[a]	.821	.552	2.50702

a. Predictors: (Constant), EC, WC, EM

b. Dependent Variable: OP

4.7.2 Analysis of Variance

ANOVA, or analysis of variance, is a statistical procedure used to determine whether the overall regression model fits the data under consideration (Kothari, 2004). The analysis of variance (ANOVA) was used to determine the overall significance of the model. The model's significance was established at 95% confidence level with a p-value of 0.05, indicating statistical significance in this investigation. Table 4.11 shows the results;

Table 4.11: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.696	3	40.565	3.298	.028[b]
	Residual	590.362	48	12.299		
	Total	712.058	51			

a. Dependent Variable: OP

b. Predictors: (Constant), EC, EM, WC

The p-value is below 0.5, indicating that there was in fact a statistically significant relationship between transformational leadership style and organizational performance of Kenya's Ministry of Lands, Public Works, Housing, and Urban Development (F=3.298, p-value 0.05). The substantial F-value suggests that the variance in the ministry's organizational performance is not due to chance, but rather is impacted by the model's independent variables. The statistical significance of the data is confirmed by the p-value of.028, which is less than the significance level of 0.05.

The results corroborate with the findings of Roach and Mack (2014), transformational leadership is frequently linked to gradual organizational change as well as an improvement in employee performance and satisfaction. Additionally, the results replicate the views of Mwadime and Muchelule who equally observed that transformational leadership style had a positive significant relationship with performance of national government administration.

4.7.3 Regressions Beta Coefficients

The value of the coefficient for each independent variable, or "beta coefficient," reflects the extent of that variable's influence on the dependent variable (Kothari, 2004). The sign of the coefficient (positive or negative) reflects the direction of influence. The coefficient in a regression with a single independent variable indicates how much the dependent variable is predicted to change when the independent variable's value rises by one, based on if it is positive or negative. The regression beta coefficients were used to determine the impact of the independent factors on the dependent variable in the study. The beta coefficients allowed the researcher to ascertain which among the employee motivation, work commitment and employee creativity had the greatest influence on performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The results are shown in table 4.12 below;

Table 4.12: Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15.463	6.511		2.375	.000		
	EM	.367	.287	.268	1.278	.008	.994	1.006
	WC	-.171	.127	-.188	-1.340	.186	.876	1.142
	EC	.624	.226	.488	2.765	.002	.878	1.139

a. Dependent Variable: OP

From the findings in table 4.19, the regression can be demonstrated as

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Hence the model therefore becomes;

$$Y = 15.463 + 0.367 X_1 - 0.171 X_2 + 0.624 X_3 + e$$

The first objective of this study was determine the effect of employee motivation on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Therefore, from the regression equation, the unstandardized coefficient value (B) for employee motivation is 0.367. This suggests that for every one-unit

increase in employee motivation, organizational performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya will significantly increase by 0.367 units. The standard coefficient value (B) is 0.268, implying that employee motivation has a moderate positive significant effect on performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Furthermore, the T value of 1.278, at p-value = 0.008, is less than p <0.05 is significant, an indication that the relationship between employee motivation and organizational performance is robust and is unlikely due to chance. In summary, the findings show that employee motivation plays a significant role in determining the organizational performance of the ministry. Hence, higher levels of employee motivation are associated with better performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya.

On the hand, the second objective was designed to establish the effect of work commitment on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The regression results show that the unstandardized coefficient value (B) for employee work commitment is -0.171. This suggests that for every one-unit increase in employee work commitment, organizational performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya will significantly will significantly decrease by 0.171 units. The standard coefficient value (B) is -0.188, implying that employee work commitment has a moderate negative significant effect on performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Furthermore, the T value of -1.340, at p-value = 0.186, is more than p <0.05 is not significant, an indication that the connection between employee work commitment and organizational performance is not likely to improve performance. In conclusion, the researcher observed that the findings underscore the significance of emphasizing on employee work commitment, as a measure to improve organizational performance of the Ministry of Lands, Public Works, Housing and

Urban Development. These results do not agree with the views of Pang and Lu (2018) who observed in their study that, normative commitment has an adverse influence on organizational performance whereas practical and continual dedication have a minimal impact on task efficiency. Therefore, the management and the government in general, should be proactive to formulate strategies and policies that address work performance and not work commitment. Additionally, the study observes that there is need for robust measures to be undertaken to foster collaborative approach to address concerns that affect employee commitment to their work roles.

The third objective, sought to identify the effect of employee creativity on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. From the regression results displayed in table 4.12, it is evident that there a strong significant relationship between employee creativity and organizational performance, as indicated by the regression unstandardized coefficient (B) of 0.624. This suggests that for one –unit increase in employee creativity, organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya will increase by 0.624 units. The standardized coefficient (B) is 0.488, an indication that employee creativity has a strong positive effect on organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Since the p-value is p= 0.002 which is less than p<0.05, there is sufficient evidence to conclude that there is substantial relationship between employee creativity and organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Moreover, the T-value is 2.765 at p-value = 0.002, which is less than p <0.05, is highly significant, an indication that the relationship between employee creativity and organizational performance is robust and is unlikely due to chance. In summary, the findings show that employee motivation plays a significant role in determining the organizational performance of the ministry. Shin and Zhou (2003) It is also stated that

transformational leadership has a significant impact on employee creativity and is ideal for identifying new opportunities and creating competency inside organizations. Hence, higher levels of employee creativity are associated with better performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Encouraging creativity among employees is critical in enhancing organizational performance which goes hand in hand with creating conducive and supportive work environment that encourages access to resources, information and offers learning and development programs that can help to cultivate and nurture employee creative capabilities in their workplace. This contends with the assertion that employees are inspired to produce creative work through intellectual stimulation (Bass & Avolio, 1995). Therefore, the study concludes, that management and policy makers need to emphasize on strategy and policy formulation that fosters creativity among employees for them to achieve better performance. Creativity motivation and employee creativity have been found to impact positively on the performance of the employees and organization at large. Motivated employees tend to work effortlessly to attain their job targets, which transformational leadership promotes.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter contains a summary of the findings, a conclusion, recommendations for policy integration, and recommendations for further research. The study sought to investigate the impact of transformational leadership style on the organizational performance of Kenya's Ministry of Lands, Public Works, Housing, and Urban Development. Based on the study objectives, the conclusion and recommendations were developed, as well as ideas for future research predicated on what the study was unable to exploit.

5.2 Summary of Findings

The study was a success since the underlying objectives were met. Data collection and analysis were successful because 80 percent of the respondents targeted by the study were reached.

5.2.1 Employee motivation

The study revealed that employee motivation including employee recognition, teamwork and employee empowerment and development collectively affect organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The results reveal that employee motivation has a positive effect on organizational performance. This suggests that organizations and government ministries that prioritize and has reward schemes for employee's efforts and recognition for good work, will always experience improved performance.

5.2.2 Work commitment

The study's secondary objective was to establish the effect of work commitment on organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The findings revealed that employee work commitment including

work attendance, employee job engagement and team commitment show a significant negative effect on organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The results showed that employee work commitment does not have a positive effect on overall organizational performance. This indicates that the most important aspect of work is performance and not attendance, engagement and team commitment. These have been underscored by motivation. Hence the ministry should focus its efforts on how to enhance employee performance and not commitment.

5.2.3 Employee Creativity

The study's third objective sought to determine the effect of employee creativity on organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The results on this variable revealed that employee creativity including resourcefulness, culture for creativity and leadership support influenced organizational performance Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The findings show that employee creativity did have a positive significant effect on organizational performance. This suggests that government ministries and other organizations should encourage and embrace creativity among employees to realize performance improvement. Therefore, there is need for the government ministries to cultivate and foster conducive work environment that promotes individual creativity among their workers.

In overall, the study emphasized on the effect of employee motivation, employee work commitment and employee creativity. The findings revealed that employee motivation and employee creativity have a significant positive effect on overall organizational performance unlike employee work commitment which have a negative effect on performance.

5.3 Conclusion

Based on the findings of this study, several conclusions can be made regarding organizational performance of the Ministry of Lands, Public Works, Housing and Urban

Development with regard to transformational leadership style.

5.3.1 Employee motivation

It is generally envisaged that transformational leaders for conducive relationship with their subjects, in form building formidable work ethics, teamwork and rewards for sterling performance. As one of the key areas of emphasis, by a transformational leader, employee motivation as an essential component enhances organizational performance. Striving to have employee motivation programs for rewarding employee's efforts are very vital to any organization that desires to have a good performance metrics.

5.3.2 Work commitment

Though transformational leadership do encourage, employee commitment to work roles, it merely contributes significantly to the overall organization performance, therefore, these leaders need to focus on performance metrics of the employees. Encouraging transformational leaders to concentrate on key areas of employee performance is of great significance to the ministry in general.

5.3.3 Employee creativity

The integration of employee creativity in the organization, significantly influence performance and therefore transformational leaders should lay emphasis for strategies that nurture creativity among their subordinates. By cultivating and nurturing employee motivation and creativity, organizations in general are bound to realize improvement in their organizational performance which is a key attribute of transformational leaders.

5.4 Recommendations

Based on the primary findings of this study, various recommendations can be made to improvethe organizational performance of Ministry of Lands, Public Works, Housing, andUr ban Development in Kenya;

5.4.1 Employee motivation

The study therefore, recommends that managers and leaders should encourage and support employee motivation programs with their organization. This can be achieved through creating a sense of job satisfaction, achievement, recognition, teamwork, reward offers like promotions for good performance. these can only be achieved when leadership has the goodwill and will enable the employees to progress in their career paths.

5.4.2 Work commitment

On work commitment, the study recommends for formulation of a more robust strategies' that will nurture employee commitment to undertaking their tasks within the organization. This should be integrated with leadership approach that calls for a collaborative approach to address concerns that affect employee commitment to their work roles.

5.4.3 Employee creativity

Moreover, the study recommends that leaders should encourage creativity among employees as it is critical in enhancing organizational performance. The ministry leadership should lay emphasis in creating conducive and supportive work environment that encourages access to resources, information and offers learning and development programs that can help to cultivate and nurture employee creative capabilities in their workplace. Finally, the study recommends that management and policy makers need to emphasize on strategy and policy formulation that fosters creativity among employees for them to achieve better performance.

5.5 Suggestions for further studies

It is worth noting that these findings are in context to the Ministry of Lands, Public Works, Housing and Urban Development in Kenya and therefore may not be generalized to other sectors or regions. Further research across other sectors and regions would provide more insightful and comprehensive understanding and knowledge of the link between

transformational leadership style and organizational performance. Leadership is an important calling that leaders ought to appreciate, how these leaders manage both the human and non-human resources is critical to organizational success. As a result, the researcher advises that more research be conducted on the effect of leadership characteristics on the long-term effectiveness of Kenyan government ministries in Kenya.

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APPENDICES

Appendix 1: Letter of Introduction

Dear Respondent,

My name is Rebecca Wambui Nyambura a post graduate student at Cooperative University of Kenya, pursuing a course in Masters of Business Administration (M.B.A) in Strategic Management. Currently, I am collecting data for my research thesis titled "Effect of transformational leadership style on the organizational performance of Ministry of Land, Public Works, Housing and Urban Development in Kenya". I am humbly requesting you to respond to the questionnaire as truthfully as possible. The information you give will be confidential and purely used for the study purposes only.

Your response in this matter will be highly appreciated.

Thanks in advance

REBECCA WAMBUI NYAMBURA

MBA STUDENT – RESEARCHER

COOPERATIVE UNIVERSITY OF KENYA.

Appendix 2: Questionnaire

Dear respondent,

This questionnaire has been designed to collect information on the effect of transformational leadership style on the organizational performance of Ministry of Land, Public Works, Housing and Urban Development in Kenya. Please read carefully and answer the questions as honestly as possible. The information gathered will be used purely for the purpose of academic research and will be treated with utmost confidence.

INSTRUCTIONS

1. Tick appropriately in the box or fill in the space provided.

2. Feel free to give further relevant information to the research.

PART A: TRANSFORMATIONAL LEADERSHIP STYLE

1. Kindly rate your level of agreement with the following statements regarding transformational leadership style. Rate a scale of 1 to 5 where 5= Strongly Agree, 4 = Agree, 3 = neutral/undecided, 2 = Disagree and 1 = Strongly Disagree

	Statements	SA	A	N	D	SD
Employee motivation	Our ministry has set clear goals that are in line with the vision and mission of the organization.					
	The manager encourages team work among employees of the ministry					
	Employees actively participate in their work, demonstrate enthusiasm, and show a genuine interest in their tasks and responsibilities					

	The manager promotes staff professional development through employee empowerment programs						
	The manager acknowledges and recognizes employees that perform well in their areas of duties for rewards						
Work commitment	Our mangers emphasizes on employee performance metrics to enhance organizational performance achievement						
	Manager encourages employees to be deeply engaged in their work assignments						
	Our employees are enthusiastic and passionate about their tasks, contributing tremendously to organization targets						
	Our employees are have positive and optimistic attitude towards their tasks						
	Our employees are open to change and embrace new challenges and are not resistant to organizational changes						
	Manager encourages group member commitment and adaptability to changing job environment						
Employee creativity	Manager encourages creativity among employees						
	Our manager encourages supportive culture for creativity among employees						

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	Our managers are not bound by rigid thinking patterns that dissuade openness to explore new approaches to new tasks and challenges					
	Our managers value different viewpoints and are open to collaborations					
	Our management promotes approach to challenges with creativity and ingenuity among employees.					
	Our managers are resourceful and understand their roles effectively					

PART B: MEASURES OF ORGANIZATIONAL PERFORMANCE

2. What is your level of agreement with the following statements regarding performance?

Use a scale of 1 to 5 where 5= Strongly Agree (SA), 4 = Agree (A), 3 = neutral/undecided

(N), 2 = Disagree (D) and 1 = Strongly Disagree (SD)

Aspect of Performance	Statements	SA	A	N	D	SD
Timeliness in service provision	Our ministry has introduced innovative strategies to enhance its performance.					
	Our ministry has embraced technology.					
	The organization achieves its performance targets.					
Performance	Our ministry strategies					

efficiency	encourage organizational effectiveness					
	Our ministry adheres to its values and mission statement.					
Employee job satisfaction	Our ministry offers reward schemes like promotions for employees					
	Our ministry has embraced strategies for employee personal learning and growth.					
	The ministry has elaborate mechanisms to handle employee concerns effectively.					

THANK YOU FOR YOUR CO-OPERATION

Appendix 3: Proposed Budget

ITEM	UNIT (S)	UNIT COST @ Shs.	TOTAL (SHs)
Internet expense	10 TB	1,000	10,000
Printing Proposal	5 Copies, 50 Pgs Each	20	5,000
Trasport & Lunch for Pilot Study	5 Days	2,000	10,000
Printing Final Thesis	5 Copies, 100 Pgs Each	20	10,000
Spiral & Hard Cover Binding	10	1,500	15,000
Publication Fee	1	20,000	20,000
Miscelleneous Expenses			20,000
GRAND TOTAL			**90,000**

Appendix 4: Project Schedule

ACTIVITY	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
Concept Development & Presentation	🟨					
Proposal Development		🟨				
Proposal Presentation			🟨			
Corrections on Proposal & Presentation			🟨	🟨		
Pilot Study Data Collection, Analysis & Presentation				🟨		
Data Collection & Analysis for Final Thesis					🟨	
Final Defense for Thesis Presentation						🟨