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THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF EMPLOYEES IN KENYA: THE CASE OF KENYA WILDLIFE SERVICE

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DECLARATION

This Research project is my original work and has not been presented for a degree in any other university.

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DEDICATION

I dedicate this project to God, family and friends for the encouragement and positive input towards completion of the project.
I thank my supervisors Prof Minja and Dr. Muathe for their support, positive criticisms and encouragement throughout the time of doing the project.
ABSTRACT

This study aimed at analysis the effects that transformational leadership has on the employees of an organization in terms of their performance rate. The research therefore aims at looking at how transformative leadership impacts on employee performance at KWS and if yields the same results as other researches have shown in other parts of the world. With the main objectives being to investigate the changes in leadership that has been achieved within the organization and also to investigate the extent to which a leader’s intervention on situations affects overall performance. It is a representative study in design with a cross-sectional component whereby all relevant parties were involved.

The study population is specific employees of Kenya Wildlife Service selected for the study. The employees were those that have been on permanent employment for a period of not less than 10 years, this is because in ten years it is assumed that an employee had been able to experience the change of hands in the management. The data collected was then be analyzed using SPSS computer program, Correlation also be used so as to determine the relationship between the independent variable and the dependent variable so as to indicate whether there exists a significant relationship between transformational leadership and employee performance and the final report was written and presented in form of text, tables and figures.
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OPERATIONAL DEFINITION OF TERMS

Transformational leadership is a form of leadership that involves identifying the needed changes in an organization and then creating a vision to guide the employees through a combination of motivation, awards and performance appraisals.

Transactional Leadership Theory refers to behaviors in the context of scripted, rational exchanges between leaders and followers, typically with a view to the accomplishment of a prescribed task or goal.

Management by exception has both the active and the passive perspectives. The passive element involves leaders failing to intervene in situations until matters are worse. They wait until mistakes are brought to their attention the active element of management by exception on the other hand is where leaders enforce rules to avoid mistakes. Subordinates’ performance is monitored and corrective action taken where necessary.

Contingent reward system involves the clarification of the work required to obtain rewards and the use of incentives and contingent reward to exert influence. It considers follower expectations and offers recognition when goals are achieved.

Employee performance it refers to behaviors that are relevant to organizational goals which are under the control of individual employees.

Productivity It refers to a relationship between output and input.

Employee effectiveness It refers to a capability of employees to produce a specific, desired effect with minimized costs and in strict compliance with initial requirements.
CHAPTER ONE

INTRODUCTION

This chapter entails the background of the study, project profile, problem statement, the objectives of the study, research questions, significance of the study, limitations of the study and scope of the study.

1.1 Background to the Study

One word for transformational leadership is renewal. Its objective is to give a business a new lease of life. Transformational leadership can be described as a process that changes and transforms individuals through an exceptional form of influence that moves followers to accomplish more than what is usually expected. Transformational leadership is basically concerned with emotions, values, ethics, standards, and long-term goals. CEOs who lead firms that have created outstanding value for the Kenyan public rather than private or personal gain have been profiled from time to time. However, every leader in a firm needs to understand the principles of renewal for the process to succeed.

The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James Macgregor Burns (1985). According to Burns, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation." Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. Later, researcher Bernard M. Bass expanded upon Burns' original ideas to develop what is today referred to as Bass’ Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect, and admiration from their followers.

The concept of transformational leadership seems to be a promising approach when it comes to responding to dynamics by respective transformations in organizations and societies. Already, in today’s world, business leaders need to steer their organization
through increasing volatile environments and keep track of new opportunities resulting from a larger degree of global connectivity. The concept of transformational leadership is vital in the light of the challenges we face ahead and as well in the actual leadership tasks, (Avolio & Yammarino, 2002; Bass, 1998).

How workers interact with one another in an organization is very important. It is clear that one fact stands out in as far as transformational leadership in organizations is concerned that this leadership style induces performance and productivity through reward and punishment. Perhaps to have an even better in-depth view of this leadership style it would be prudent to look at its application module.

As an idea, transformational leadership was first mentioned in 1973, in the sociological study conducted by the author Downton, J. V., "Rebel Leadership: Commitment and Charisma in the revolutionary process". After that, James McGregor Received March 10, 1999 50 I. SIMIĆ used the term transformational leadership in his book "Leadership" (1978). In 1985, Barnard M. Bass presented a formal transformational leadership theory which, in addition to other things also includes the models and factors of behaviour. One year latter (1986) Noel M. Tichy and Marry Anne Devanna published a book under the title "The Transformational Leader" (2). Research projects, doctor dissertations and books in the field of transformational leadership have been carried out and published in the initial phase of the transformational leadership concept development and, especially in recent years, have contributed to the development of the most actual leaders' concept.

Transformational leadership has gained academic attention over the last 20 years as a new paradigm for understanding leadership. Transformational leaders define the need to develop a vision for the future and to mobilize followers of commitment to create change and to achieve results beyond what would normally be expected.

By means of a sample of 170 companies in Singapore, Zhu, Chew, and Spangler (2005) found Human Resource Management practices (staffing, training, performance appraisal, and compensation systems) mediating the relationship between transformational leadership and performance, respectively. A study done in the United States Army
showed that the relationship between transformational leadership and performance was partially mediated by the level of potency and the cohesion of the analyzed unit (Bass et al., 2003). Tsai, Chen, and Cheng (2005) identified employees’ positive moods to mediate the relationship between transformational leadership and leadership success whereas the leader-follower relationship was confirmed to be a mediator by Wang, Law, Hackett, Wang, & Chen (2005). Previous research also found followers’ self-efficacy beliefs (Kirkpatrick & Locke, 1996; alumba et al., 2004), intrinsic motivation, agreement on values (Jung & Avolio, 2000), as well as trust and satisfaction to influence performance. In summary, empirical studies on the relationship between transformational leadership and organizational performance focus primarily on constructs like followers’ trust, agreement on values, group cohesion, satisfaction, self-efficacy beliefs and followers’ intrinsic motivation (Charbonneau, Barling, & Kelloway, 2001).

Transactional leadership is a process in which the relationship leader - follower is reduced to simple exchange of a certain quantity of work for an adequate price. Contrary to this, transformational leadership is a far more complex process, which requires more visionary and more inspiring figures. Transformational leadership rests on the bases of transactional leadership. However, as James McGregor Burns states "... what today is needed is not the old style of transactional leadership, but the new style of transformational leadership”. Barnard M. Bass compares these two styles of leadership, giving their closer terms of reference. According to Bass, transactional leaders predetermine what their followers should do to realize their personal and organizational aims; they classify these aims and help their followers to become more self-confident in order to achieve their goals with the minimum effort. On the contrary, transformational leaders motivate their followers to do not to only for what they are expected to do but more than they can do, increasing the sense of importance and value of the tasks, stimulating them to surpass their own interests and direct themselves to the interests of the team, organization or larger community.

Transformational leaders are individuals whom with their own knowledge, imaginations and ability are able to influence the behavior of people, make conditions for transforming
the "soft" variables of transformational arrangement. Those are the variables which are more complicated, compared to the change of so-called "hard" Transformational Leadership - because it includes the "inner", qualitative or mental change of an organization. It is considered that no factor is so crucial in organizations, and so important for their successful functioning and or for their survival. Hence, the management of human resources during the period of organizational transformation is the crucial content of the process of managing the transformation.

1.1.1 Profile of Kenya Wildlife Service (KWS)

Kenya Wildlife Service is a state corporation established by an Act of Parliament Cap 376 with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. Their mission is to sustainably conserve, manage, and enhance Kenya's wildlife, its habitats, and provide a wide range of public uses in collaboration with stakeholders for posterity. Director of KWS Dr. Julius Kipngetich has given KWS great leadership and important initiatives over the past eight years. Under his leadership KWS has transformed to a tower of strength that is emulated by others and a giant to reckon with in management and in conservation industry.

During The European Union Development Day Conference that was held on October 28-9 2009 at the Hilton Hotel, Nairobi, Kenya. Dr Kipngetich testified that the transformation of the KWS from a loss-making institution to a profitable model is a function of progressive leadership exercised through application of the five (5) Ks strategy. These are Kuchagua (Choose), Kusafisha (Clean), Kupanga (Plan), Kufundisha (Educate), and Kudumisha (Sustain). The 5Ks strategy is most effective when applied in combination. In this regard the inverted pyramid and doughnut models are effective instruments in prioritizing allocation of resources to where it is most needed. In the case of KWS resources are allocated in increasing percentage to the remoter areas as opposed to concentration at the centre.

Dr Kipngetich affirmed that incentives to personnel providing critical functions are a necessity in building internal alliances and giving impetus to change. Such incentives
include and go beyond adequate remuneration. Analytic findings are consistent with a more recently published study – Wang et al, showed that transformational leadership had a positive impact at personal, team, and organizational levels, with the strongest boost to performance occurring at the team level (Wang, 2011).

1.2 Statement of the Problem

The studying of the Kenya Wildlife Service looked at leadership vs. performance, if the transformational readership has enabled it meet its objectives and how transformational leadership has brought change to this corporation. This research therefore aims at looking at how transformative leadership impacts on employee performance at KWS and if it yields the same results as it has been depicted by researchers from other parts of the world. Research in organizational behavior in different environments has found out that Transformational leadership enhances the motivation, morale, and performance of followers through a variety of mechanisms. These include connecting the follower’s sense of identity and self to the project and the collective identity of the organization; being a role model for followers that inspires them and makes them interested; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that enhance their performance.

KWS had failed in service leadership and this has impacted negatively on the overall performance of the organization, (KWS Strategic Plan 2008-2012) the attitude of its workers and the working environment called for the introduction of transformative leadership to the organization and the changes it aims to impact in overall performance. More recently, Burns’ (1978) theory has been further developed into a full range leadership theory (FRLT; Avolio & Yammarino, 2002). The FRLT defines five transformational factors, three transactional leadership factors, and one non-leadership factor and is measured by the Multifactor Leadership Questionnaire (MLQ-5X; Bass & Avolio, 2000). Researchers using the MLQ-5X have found that transformational leadership positively influence individual and group outcomes in business ( Purvanova,
Bono, & Dzeweczynski, 2006), the military (Dvir, Eden, Avolio, Bass, & Shamir, 2002), and education (Barnett & McCormick, 2004).

Furthermore, in a sport scenario, Zacharatos, Barling, and Kelloway (2000) found peers and coaches perceived leaders who used transformational behaviors as effective, satisfying, and effort evoking; Charbonneau, Barling, and Kelloway (2001) demonstrated that intrinsic motivation mediated the transformational leadership/performance relationship in university athletes; and Rowold (2006) found transformational leadership behaviors to predict performers’ perceptions of the effectiveness of their coaches’ behaviors, satisfaction with their coach, and extra effort over and above transactional leadership. In addition to developing the inventory, Hardy et al, also explored the effect of a transformational leadership intervention on self-report recruit outcomes. Results revealed that the leadership behaviors of individual consideration, fostering acceptance of group goals and teamwork, and contingent reward were significantly higher for the intervention as opposed to the control group, as were the psychological outcomes of self-confidence, resilience, and satisfaction with training.

Research on transformational leadership has identified variables that have mediated the relationship between transformational leadership behaviors and employee’s behaviours. These variables include trust in the leaders (Barling, Weber, & Kelloway, 1996), intrinsic motivation (Charbonneau et al., 2001), and team cohesion (Bass et al., 2003). Although transformational leadership is theorized to have its most important effects on team processes and outcomes (Dvir et al., 2002), little research has been conducted on the impact it has on the general performance or the organization. This paper seeks to address this gap in the literature by presenting research that aims to identify the impact that transformational leadership has on employee performance motivation being constant at KWS.
1.3 Objectives of the Study
1. To investigate the relationship between transformational leadership and employees’
general performance of employees at KWS.

2. To investigate the extent to which a leader’s intervention on situations affects overall
performance of an employee’s using KWS case study.

3. To determine the elements of transformational leadership experienced at KWS

4. To establish the factors that led to the adoption transformative leadership at KWS.

1.4 Research Questions
1. What relationship exists between Transformational leadership and employee
performance at KWS?

2. To what extent does a leader’s intervention before or after a mistake affect subordinate
performance in the organization?

3. What elements of transformational leadership have been exercised at KWS?

4. What factors led to the adoption transformative leadership at KWS?

1.5 Assumptions of the Study
1. Transformational leadership had a positive impact on employee performance at KWS.

2. A leader’s intervention before or after a mistake greatly affect employee performance.

3. KWS has exercised some elements of Transformational leadership in its management.

4. For KWS to adopt transformational leadership there has to be some factors that led to
the decision.

1.6 Significance of the Study
With this study, the researcher aims at availing information through highlighting the
possible strengths of transformational leadership that need to be upheld for the success
of organizations, and also the weaknesses of this form of leadership has impacted on the
organization and what transformative elements need to be addressed so as to improve the organization. All these however were measured and looked at with the Employees aim of satisfying their customers and stakeholders and optimally use available resources for conservation.

The study also aims at adding knowledge onto the already rich field of leadership as to the extent to which transformational leadership independently impacts on employees’ performance. The researcher aims at contributing to the growth of the field of leadership through this research. This study therefore seeks to provide practical and theoretical information that can be used by policy makers and other corporate stakeholders in organizational growth, in the development strategies and in implementation processes to enable them determine how best to fuse transformational leadership with performance and productivity in a way that it does not negatively impact on the employee as a person.

1.7 Scope of the Study

This research covered the employees’ of Kenya Wildlife Service; it dwelled on top management, middle management and support staff that forms the lower management. Data collection was done within the premises of the corporation situated in Nairobi in the years 2013 to 2014.

1.8 Limitations of the Study

Although this research is carefully planned for, limitations and shortcomings are acknowledged as some of which are:

The employee group selected of 30 is small and a fraction of the entire KWS employees’ therefore ensured that I collect sufficient data from these small samples.

KWS being a busy organization finding the personnel have to answer all my question might be limited thus the questionnaires was made short and precise and the interviews made to the point.

The study was limited by the fact that there was inadequate local literature on the study. The study was not generalized due to the fact that researcher will adapt sampling method
to choose respondents from the target population.

The finding of the study was solely based on the information provided by the respondents.

The accuracy of findings was limited by the accuracy of statistical tools used for analysis.

The study faced the limitation of inability to reach as many respondents as possible due to their tight work schedules and the inability to get back all the questionnaires from the respondents.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In literature, Different leadership styles are present in every business around the world. Typically the leadership style that is chosen to lead an individual business is based upon the culture of the company or the style of the person that is doing the hiring. The style that becomes in charge of an organization is going to ultimately determine how the people within the organization function. Simola et al. (2012) define transformational leadership as a type of leadership in which interactions among interested parties are organized “around a collective purpose” in such a way that “transform, motivate, and enhance the actions and ethical aspirations of followers.” Transformational leadership is a leadership style that seeks positive transformations “in those who follow” and that achieves desired changes through the “strategy and structure” of the organization (Geib and Swenson, 2013).

2.2 Theoretical Review

Transformational leadership is a value driven type of leadership that speaks to enduring human capacity for excellence and pride accomplishment. Studies have shown that transformational leadership helps increase production but production greatly increases when another form of leadership is applied. However the negative impacts seem to outweigh the positive effects that transformational leadership produces. For transformational leadership to work effectively, trust has to be present so as to induce voluntary commitment, production and performance.

2.2.1 Transactional Leadership Theory: It refers to behaviors in the context of scripted, rational exchanges between leaders and followers, typically with a view to the accomplishment of a prescribed task or goal. Transactional leadership theory seeks to explain and describe the behaviors in and around these interactions or transactions.
Burns (1978) points out that transformational leadership should empower leaders not only to take the initiative to engage with followers but also engage creatively in a fashion that recognizes and responds to the material wants of potential followers.

This study is based on transformational theories as the lead theory in an attempt to explain the impact of transformational leadership on employee productivity and performance, together with the Maslow’s basic needs theory and path goal theory as complimentary theories. According to transformational theory, leadership is based on a system of rewards and punishments. The theory assumes that workers are motivated by rewards and punishments. That rewards and punishments are contingent upon the performance of followers. Managers and subordinates have an exchange type of relationship. Subordinates need to be carefully monitored so as to ensure that expectations are met.

According to the basic needs theory, there are certain minimum requirements that are essential for one to be said to have a decent living. These are called physiological needs and they include food, shelter, health and clothing. These are primary needs that have to be catered for before other needs like security, love affection and finally self-actualization are pursued. It is these basic needs that a leader needs to look into as incentives in order to derive motivation from an employee and hopefully increase their performance.

The path goal theory is complimentary to transformational theory in as far as this study is concerned as it describes the way that leaders encourage and support their followers in achieving set goals by making their path clearer. The leaders do this by clarifying the path for their subordinates to know the way, by removing any roadblocks that hinder performance and finally by increasing their rewards when goals are achieved. This study therefore seeks to operate within the framework of transformational theories with path goal theory and Maslow’s basic needs theory as complimentary.

The Bass Transformational Leadership Theory is interested in the extent to which a leader influences followers. Followers go after a leader because of trust, honesty, and other qualities and the stronger these are, the greater loyalty they have for the leader. The
leader transforms the followers because of her or his having these qualities. Not only is the leader a role model but she or he exhorts the following to challenging the existing order, the revolutionary being a stark example of this. While the leader may have democratic motives in mind, s/he can assume a Transaction Leadership style at the same time, directing the followers to do things.

The Bass Transformational Leadership Theory also assumes that the leader has decent set of ethics, but if the theory is applied in a situation where a leader does not, the results could be disastrous. Cults, such as the Branch Davidians, are prime examples of where the process of transformation of a group by a deluded leader can result in terrible consequences. One should not need to say anything about Hitler from Germany. Bass states that Transactional Leadership can be mixed with Transformational Leadership, but one has to monitor the Transactional part and devise ways of not only setting limits to its use but build into the theory check mechanisms for when it gets out of control.

As per the future of transactional leadership it is quite evident that the world is getting more complex, and people are being brought into situations in which they may not be able to cope. Case in point is the number of Middle Eastern countries that have been under the thumbs of despots and are in turmoil. Transformational leadership can be of great benefit if they can prepare the people who have never experienced democracy for a participatory situation. The emerging leaders must be educated, intelligent, empathetic with the ones being led, have a noble ethos, and, perhaps most important, have a noble code of ethics. The study attempts to find out whether performance and productivity of employees is by any way influenced by transformational theory, indicating the impacts of transformational leadership on employee performance and productivity in corporate organization in Kenya.

2.3 Review of Related Literature

Mehra, Smith, Dixon & Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping
collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centered perspective has provided valuable insights into the relationship between leadership and team performance (Guzzo & Dickson, 1996). Some studies have explored the strategic role of leadership to investigate how to employ leadership paradigms and use leadership behavior to improve organizational performance. This is because intangible assets such as leadership styles, culture, skill and competence, and motivation are seen increasingly as key sources of strength in those firms that can combine people and processes and organizational performance (Purcell et al., 2004).

Previous studies led the expectation that leadership paradigms have direct effects on customer satisfaction, staff satisfaction, and financial performance. In general, however, the effects of leadership on organizational performance have not been well studied, according to House and Aditya’s (1997) review who criticized leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership-performance relationship. Another problem with existing studies on leadership is that the results depend on the level of analysis. House and Aditya (1997), distinguished between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organization and its environment. Other scholars have also suggested that leaders and their leadership style influence both their subordinates and organizational outcomes (Tarabishy, Solomon, Fernald, & Sashkin, 2005).

Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesized leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

Scholars make further distinctions in leadership styles by elaborating on some of the components of Bass’ taxonomy. Chu et al. (2009), for example, elaborate the concept of charismatic leadership. This is a value-based style that leads to emotional bonds between
leaders and followers. The latter transcend their self-interests because of their belief in a collective purpose. Such transcendence results from the followers’ identification and internalization of the vision and values of the leader. A charismatic relationship thus implies trust, respect, admiration and commitment to the leader. Charismatic leadership is an empowering style with a view to the future of the organization (Conger & Kanungo, 1998; cited in Eagly et al., 2003). According to Murphy & Ensher (2008) charismatic leaders achieve targeted transformation because of the following characteristics: “strategic visioning and communication behavior, sensitivity to the environment, unconventional behavior, personal risk, sensitivity to organizational members’ needs, and deviation from the status quo.” Similarly, Eagly et al. (2003) further distinguish laissez-faire leadership and indicate that this type of leadership is characterized by the avoidance of any involvement in critical situations and the “general failure to take responsibility for managing.”

Transformational leaders are able to articulate the organization’s common purpose in a way that emphasizes the social dimension of the process: the impact of one individual’s actions on the greater group beyond the firm. The vision thus clearly accentuates the meaningfulness of the consequences of each action for the organization and its stakeholders (Grant, 2010). In so doing, the transformational leader encourages others to adopt the transformation process as their-own and thus allows for the attainment of the targeted transformation. To put it sharply, the success of the transformational leaders is defined by their ability to offer others something that goes beyond self-interest: they provide other with “an inspiring mission and vision and give them an identity” (Geib and Swenson, 2013).

2.4 Transformational Leadership

Transformational leadership involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to task objective. The leader focuses on having internal actors perform the tasks required for the organization to reach its desired goals (Boehnke et al, 2003).
Transformational leadership can be contrasted with transactional leadership. The latter implies leadership based on an exchange process wherein autonomous agents may benefit, which in turn implies reciprocity (Simola et al., 2012). Bass (1990) indicates that transactional leadership can be characterized by several elements not necessarily mutually excluding. The first dimension is that of contingent rewards or the recognition of achievement by rewarding efforts and good performance. The second is active management by exception which is directed at managing the process. Leaders monitor the lack of compliance with established rules and standards, and when required undertake corrective measures. Transactional leadership can also focus on passive management by exception. In the latter, leaders are meant to intervene only in cases in which set objectives are not achieved. The last characteristic of transactional leadership is laissez-faire in which leaders avoid making decision and those involved in the process relinquish all responsibilities.

The optimal profile is characterized by the presence of certain qualities of transformational leadership. They are the leaders' qualities contained in appropriate transformational abilities of leaders and in certain attributes which are assumptions for the use of leaders' skills and for successful performance of leader jobs. Although there are different classification given by Bass and Avolio is quoted here. Their classification of skills of transformational leaders is known as "Four I's" and includes the following skills

− idealized influence,
− Inspirational motivation,
− Intellectual stimulation,
− Individualized consideration,

**Idealized influence**: represents the ability of building confidence in the leader and appreciating the leader by his followers, which forms the basis for accepting radical change in organization. Without such confidence in the leader, that is, in his motives and aims, an attempt to redirect the organization may cause great resistance. You can "lead" people if you make them ready to follow you. If you perform your job well, it is for certain that others (potential followers) will appreciate you and people will believe you. Also known as charismatic leadership, this characteristic describes the extent to which
leaders are capable of being role models to their followers and display solid moral and ethical principles. Idealized influence is described in two types: attributed (what traits are assigned to a leader) and behavioral (what one does). Those measuring high in idealized influence would respond positively to statements such as “I instill pride in others for being associated with me” and “I emphasize the importance of having a collective sense of mission” (Alvolio and Bass, 1995).

In other words, you will become a leader who possesses idealized influence and who represents "The Roles Model" to his followers. The followers, namely, try to imitate the leaders with idealized influence. Hence, the greatest success of leader who reached a high level of confidence and appreciation with his followers is that his followers begin to imitate him. Thus, his effort to conduct radical change the organization encounters confirm and support with the employees. The leaders with idealized influence are honored, appreciated, they are trusted, the followers admire them, and they identify with them and try to imitate them. Such leaders, which represent the model roles to their followers, do "the right things", demonstrating high moral and ethical behavior. They do not use their position and leaders' abilities to achieve personal interests, but they direct them to use the potentials of their followers and to achieve the aims of organizations.

**Inspirational motivation:** This characteristic reflects the extent to which a leader is also capable of being a cheerleader, so to speak, on behalf of his or her followers. These leaders demonstrate enthusiasm and optimism, and emphasize commitment to a shared goal. It is the ability of transformational leader to act as a figure, which inspires and motivates the followers to appropriate behavior. In the conditions when transformational change is being conducted in an organization, the leader has the task of clear and continuous stimulating others to follow a new idea. Transformational leaders should, therefore, behave in such a way, which motivates and inspires followers. Such behavior includes implicitly showing enthusiasm and optimism of followers, stimulating team work, pointing out positive results, advantages, emphasizing aims, stimulating followers.
**Intellectual stimulation**: as transformational leader has an important role in the transformation process of organization. Transformational leader stimulate the efforts of their followers as regards innovativeness and creativity, stimulate permanent reexamination of the existent assumptions, stimulate change in the way of thinking about problems, plead the use of analogy and metaphor It makes it is possible for employees to get creative ideas for solving problems from the followers. It also instills creativity, as well – followers are encouraged to approach problems in new ways. Intellectually stimulating leaders relate to statements such as “I re-examine critical assumptions to question whether they are appropriate” and “I suggest new ways of looking at how to complete assignments” (Avolio and Bass, 1995).

**Individualized consideration**: a transformational leader is reduced to the ability of individual analysis of followers. Namely, inclusion of followers into the transformation process of an organization implies the need to diagnose their wishes, needs, values and abilities in the right way. Leaders are invested in the development of their followers – they serve also as mentors and coaches, and take into account individual needs and desires within a group. Two-way communication is particularly recognized under this dimension. Human wishes and needs are different. Some want certainty, some want excitement and change; some prefer money, and some free time. It is upon the leader to "eaves drop”, observes, analyzes and predicts the needs and wishes of his followers. The leader, who is aware of the difference in needs and wishes of people, has an opportunity to use all those different demands in the right way. Effective application of the list of skills of transformational leaders includes existence of certain attributes of transformational leadership. They are:

**Creativity**-, as an attribute of transformational leadership it includes not only undertaking creative actions by transformational leaders, but, also, openness to creative enterprises of their followers. By appreciating the creative efforts of the employed, a strong motivational basis from their active involvement in the process of change is insured.
Team orientation- transformational leaders reflects their awareness of the importance of teamwork and readiness to lean on the help of others. A transformational leader should approach the creation of teams within which, together with the other members, make appropriate decisions and solve problems they come across. In that sense it is important to raise functioning of the team to a level which insures complete equality.

Appreciation of others - is the attribute of transformational leaders with which they demonstrate that they appreciate and evaluate the attitudes and opinions of their followers. These attributes of transformational leaders reflect the need for two-way communication during the process of organizational transformation. In order to achieve optimal effectiveness of the organizational transformation process, it is necessary that the communicational plan includes communicational channels for backward information from the followers toward their leaders.

Teaching - represents an important attribute of transformational leaders, which reflects their ability to influence people in the process of change to teach, direct and correct them. Without teaching, fulfillment of transformational aims rests upon occasional chances only, and not on the design established in advance.

Responsibility- it reflects readiness of transformational leaders to take the risk upon them for the success of transformational change. When they face the change, managers can act in two ways. They can "keep themselves aside", to watch and, eventually, criticized the change. Passive managers which are indifferent as regards the change or oppose it vigorously, or think that the change is something that should concerns somebody else, have such an approach to the change. Such managers are called passive managers or "watchers".

Recognition- Recognition, as an attribute of transformational leadership, allows leaders to identify situations in which followers should be praised, i.e. give them recognition. Giving recognition by simply saying thank you for a well done job, does not cost
anything, and represents a strong stimulation for the followers to give further support in
the efforts to perform the change.

Applying these attributes in the process of organizational transformation, along with the
skills, the transformational leaders are allowed to "embed" the awareness of necessity of
the organizational transformation process, to successfully bring the process to an end,
and, consequently, both the organization and the employees will profit from that action,
with their followers.

2.5 Summary of Literature Review and Research Gaps

It is likely that the functionality of transformational leadership involves the complexities
of human interaction, contains dynamics and contextual influences. To date these aspects
have not been explored, therefore the overall functionality of transformational leadership
remains undiscovered. Over the last twenty-five years, the transformational leadership
paradigm has gained much scholarly attention. It has been proven that a transformational
leadership style has positive effects on motivation, alignment, performance and
satisfaction of followers. In transformational leadership theory the leaders and the
followers realize higher ends in a mutual process of growth. Such leadership effects are
of vital relevance with regard to the aforementioned challenges. However, the
functionality of transformational leadership is not conceptually elaborated in
transformational leadership theory to date. It is unclear, through which processes
transformational leaders effect transformation within context. This limits the further
development and application of transformational leadership theory. Researchers have not
sought to identify which leadership style – or which elements of particular leadership
styles – can be linked to positive outcomes such as job satisfaction.
2.6 Conceptual Framework

**Dependent Variable**

**TRANFORMATIONAL LEADERSHIP**

**ELEMENTS**
- idealized influence,
- inspirational motivation,
- intellectual stimulation,
- individualized consideration

**ATTRIBUTES**

Creativity

Team Orientation

Appreciation of others

Responsibility & recognition

**Independent Variable**

**EMPLOYEE PERFORMANCE**

- Increased productivity
- Quality Assurance
- Employee effectiveness (capability)

**Figure 1: Relationship of Transformational leadership and Employee performance**

**Source: Research Data 2014**

From the model we have Transformational leadership as the dependent variable with its main attributes being: Creativity, team orientation, appreciation of others and responsibility and recognition as they are the variable that influence the independent variable (employee performance). When a transformed leader considers the elements and
attributed of transformational leadership then the employees performance can be realized through :increased performance, quality assurance and employee effectiveness
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
The research methodology of transformational leadership is a representative study in design with a cross sectional component whereby all relevant parties were involved. It looked at the Kenya Wildlife Service management and all the relevant parties involved in the organization leadership.

3.2 Research Design
Ogula (2005) describes a research design as a plan, structure and strategy of investigation to obtain answers to research questions and control variance. Additionally, a study design is the plan of action the researcher adopts for answering the research questions and it sets up the framework for study or is the blueprint of the researcher (Kerlinger, 1973). This study adopted a survey research design. This design as defined by Orodho (2003) is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. The main feature of survey research design is to describe specific characteristics of a large group of persons, objects or institutions, through questionnaires (Jaeger, 1988). Besides, the design used because of its descriptive nature in order to assist the researcher in collecting data from members of the sample for the purpose of estimating the population parameters.

3.3 Site of the Study
The study was carried out at Kenya Wildlife Service in Nairobi county of Kenya. Purposive sampling was used as a study site because it is one of the most organized counties in Kenya and it is the headquarters of the organizations administration.

3.4 Target Population
According to Ogula, (2005), a population refers to any group of institutions, people or objects that have common characteristic. The target population was specific employees of KWS selected for the study which is was 200 respondents. The employees were those
that have been on permanent employment for a period of not less than 10 years, this is because in ten years it is assumed that an employee has been able to fit into the organization’s systems.

3.5 Sample and Sampling Techniques

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda and Mugenda, 1999). This subgroup is carefully selected so as to be representative of the whole population with the relevant characteristics. Each member or case in the sample is referred to as subject, respondent or interviewee. Sampling is a procedure, process or technique of choosing a sub-group from a population to participate in the study (Ogula, 2005). It is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected. The study applied random sampling procedures to obtain the respondents for questionnaires. The sample frame of the study includes a representative sample of the employees of KWS. At least 30% of the total population is representative (Borg and Gall, 2003). Thus, 60 of the accessible population is enough for the sample size.

Table 1: Sample Size

<table>
<thead>
<tr>
<th>Category of employees</th>
<th>Population</th>
<th>Percentage (%)</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>20</td>
<td>30/100*20</td>
<td>6</td>
</tr>
<tr>
<td>Supervisory</td>
<td>30</td>
<td>30/100*30</td>
<td>9</td>
</tr>
<tr>
<td>Support staff</td>
<td>150</td>
<td>30/100*150</td>
<td>45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Source: KWS Human Resources Records 2014

3.6 Research Instruments

The main data collection instruments that were used in this study include the questionnaire. This was used for the purpose of collecting primary quantitative data. Additionally, the questionnaires was used for the following reasons: its potentials in reaching out to a large number of respondents within a short time, able to give the
respondents adequate time to respond to the items, offers a sense of security (confidentiality) to the respondent and it is objective method since no bias resulting from the personal characteristics (as in an interview) (Owens, 2002). The questionnaire was divided into the main areas of investigation except the first part which captures the demographic characteristics of the respondents. Other sections are organized according to the major research objectives.

3.7 Instruments Validity and Reliability

3.7.1 Validity

Validity refers to the degree to which evidence and theory support the interpretation of test scores entailed by use of tests. The validity of instrument is the extent to which it does measure what it is supposed to measure. According to Mugenda and Mugenda (1999), Validity is the accuracy and meaningfulness of inferences, which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the variables of the study. The research instrument was validated in terms of content and face validity. The instruments were scrutinized by at least three university lecturers including the supervisor of the study to judge the items on their appropriateness of content, and to determine all the possible areas that needed modification so as achieve the objectives of the study.

3.7.2 Reliability

Reliability is the ability of a research instrument to consistently measure characteristics of interest over time. It is the degree to which a research instrument yields consistent results or data after repeated trials. If a researcher administers a test to a subject twice and gets the same score on the second administration as the first test, then there is reliability of the instrument (Mugenda & Mugenda, 1999). Reliability is concerned with consistency, dependability or stability of a test (Nachmias & Nachmias, 1996). The researcher measured the reliability of the questionnaire to determine its consistency in testing what they are intended to measure. The test re-test technique was used to estimate the reliability of the instruments. This involved administering the same test twice to the same group of respondents who have been identified for this purpose.
3.1 Data Collection Procedures

This research used both primary and secondary methods to collect data for the study. The primary sources of data came from the questionnaires that were distributed to several respondents. The secondary sources was include a review of both published and unpublished literature that is related to transformational leadership and the reports from the archives of KWS Though both primary and secondary sources were used in this study, data from the primary sources was given more priority.

3.2 Data Analysis Procedures

Once data is collected, the data was checked for completeness, ready for analysis. The process includes a cross check on the validity of data and content analysis to look for emergent patterns from the data and linkages among parts of various data. The data was analyzed and presented using tools of descriptive statistics. According to Kothari (2004), descriptive statistics concern the development of certain indices from the raw data. The measures to summarize the data are central tendency, dispersion, asymmetry, and relationships. The study used measures of central tendency and frequencies to summarize the data. Key tools to present the data are graphs, charts, tables and pie charts. Statistics Package for Social Scientists (version 21.0 SPSS) was used to facilitate data processing since it covers a broad range of statistical procedures. In addition, correlation analysis was conducted to establish the association between independent and dependent variables.

3.3 Ethical Considerations

All employees’ participating in this study was purely on voluntary basis, only those employees who were given consent after the nature of the study has been explained to them participated in the study. Those who did not give consent were not included in the study, Confidentiality when dealing with respondents was strictly adhered to. All information provided by the employees was treated with absolute confidentiality and was only be used for purposes of research information. Employee names, title and position if any was not inserted in the questionnaire. This assurance was given to them before they consent to participate in the study, and before collecting data from the proposed institution, permission was sought from the Ministry of Higher Education, Kenyatta University and all associated entities.
CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction
The chapter represents the empirical findings and results of the application of the variables using techniques mentioned in chapter three. Specifically, the data analysis was in line with specific objectives where patterns were investigated, interpreted and implications drawn on them.

4.2 Response Rate
The sample size of this study was 60 respondents. Those filled and returned questionnaires were 53 respondents making a response rate of 88.3%. According to Mugenda & Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This means that the response rate for this study was excellent and therefore enough for data analysis and interpretation.

4.3 Demographic Data
The study sought to establish the demographic data of the respondents. The demographic data of the respondents was categorized according to; gender, age, education level and Duration of service in the organization.

4.3.1 Gender of Respondent
Respondents were required to indicate their gender. The findings revealed that majority (75%) of the respondents were female and the remaining 25% of them were male as shown in Figure 2. The findings therefore reveal that Female respondents were more than Male respondents.
Respondents were required to indicate their age bracket. Majority (50%) of the respondents in this study were aged between 31-40 years of age. They were followed by those aged between 18-30 years of age at 44%, while the respondents in the age bracket between 41-50 years were the least at 6%. Out of those who responded there were no respondents in the age bracket of above 50 years of age.

Source: Data (2015)

Figure 2: Respondents by Gender

Figure 3: Age of Respondent
Respondents were further required to indicate the length of time they had served in their organization. From the descriptive statistics shown in Figure 4.4, majority (75%) of the respondents indicated that they had served their organization for a period of less than 10 years followed by those who had served the organization for the period of 14-17 years while those who had served the organization for the period of 10-13 years and above 18 years were the least at 6% respectively. The findings therefore reveal that majority of the respondents in this study had served their organization for a period not more than 10 years which still is long enough to enable them comment on the aspects under study.

Source: Data (2015)

Figure 4: Duration of Service

Level of Education

Respondents were required to indicate their level of education during the time of study, majority of the respondents (56%) had attained diploma certificate as their highest level of education, followed by the respondents with graduate level of education while those with certificate as their highest education level attained were the minority at 6%. The respondents with postgraduate level of education were 13%.
The respondents were requested to indicate their level of agreement of disagreement on statements with regard to transformation leadership and performance of employees in Kenya.

Table 2: transformation leadership and performance of employees

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whether motivation in your opinion affects effectiveness of your performance?</td>
<td>53</td>
<td>5.2</td>
<td>0.639</td>
<td>88%</td>
</tr>
<tr>
<td>Whether incentives motivate you in being more productive?</td>
<td>53</td>
<td>4.9</td>
<td>0.846</td>
<td>87%</td>
</tr>
<tr>
<td>Whether the organization committed to a standard goal?</td>
<td>53</td>
<td>4.3</td>
<td>0.738</td>
<td>56%</td>
</tr>
</tbody>
</table>

The study sought to establish the extent of agreement on statements with regard to transformation leadership and performance of employees. From the analysis of the...
findings, it was revealed that those strongly agreed recorded that motivation affects effectiveness of the performance with a mean of 5.2 and a standard deviation of 0.639, incentives motivate employees to be more productive with a mean of 4.9 and a standard deviation of 0.846. Further, it was revealed that those agreed recorded that their organization was committed to a standard goal with a mean of 4.3 and a standard deviation of 0.738. From the analysis of the findings, it can be concluded that indeed motivation and incentives affected performance of employees in Kenya Wildlife Service.

The study found out that transformation leadership has increased employee morale and has led to positive attitude towards work activities/duties assigned to the employees at KWS. Further the study found that there was inspirational motivation and recognition of individual effort as a result of transformational leadership. KWS undertakes a Balanced Score card Performance Appraisal to its staff on an annual basis and also staff are appraised basing on the four (4) perspectives of Financial, Business Processes, Customer/Stakeholders and Learning & growth. From this appraisal KWS also realizes employee strengths and weaknesses in terms of performance and comes up with Training Needs Assessment for Corrective measure.

**Extent to which Leader’s Intervention Affect Subordinate Performance in the Organization**

The study sought to find out the extent to which Leader’s Intervention Affect Subordinate Performance in the Organization. The study found out that to a larger extent, Managers intervene promptly on subordinate performance and therefore increases on subordinates’ staff morale and team spirit. The study also found out that transformation way of leadership has improved on the employee productivity in the sense that staff are aware of their expectation, how to carry-out their duties and taking right action. This has been measured through internal and external customer feedback survey and comparison of revenue realized. This finding concurs with Barling, & Kelloway, (2001) who argues that leaders behave in ways that motivate subordinates by providing meaning and challenge to their work. The spirit of the team is aroused while enthusiasm and optimism are displayed. The leader encourages subordinates to envision attractive future states while
communicating expectations and demonstrating a commitment to goals and a shared vision

**Organization Commitment to Standard Goal**

Respondents were further required to indicate whether organization is committed to a standard goal, majority (56%) of the respondents indicated that they agree, 32% strongly agree while those who indicated that they disagree and strongly disagree respectively comprised of 6% each.

![Figure 6: Organization Commitment to Standard Goal](image)

**Effect of Reward and Punishment on Employees Target**

Respondents were required to indicate how reward and punishment affected on KWS employees meeting their targets. Majority of the respondents (50%) indicated that reward and punishment affected positively to on employee’s target, 44% of the respondents indicated that reward and punishment has both positive and negative impacts to employees target while 6% indicated that neither reward nor punishment impact on employee’s target.
Figure 7: Effect of Reward and Punishment on Employees Target

Elements of Transformational Leadership Exercised at KWS

The study found out that, there is acknowledgement/appreciation of staff efforts and mentoring to those who need help and this has been embraced through KWS 5K Slogan of 1-Kuchagua, 2-Kupanga, 3-Kusafisha, 4-Kudumisha & 5-Kufundisha. KWS Managers encourage staff under them and also give directions on what to do and how to be done. Respondents were required to indicate how management fosters a sense of appreciation when they perform their duties. Majority (44%) agreed that management foster a sense of appreciation when they perform their duties, 25% of the respondents disagreed while the same number of respondents was not decided on the answer. Those respondents who felt that they strongly disagreed that management does not foster a sense of appreciation when they perform their duties were the least at 6%.
Sense of Appreciation

Figure 8: Sense of Appreciation

Management Support on Employees Training

Respondents were required to indicate what kind of support the KWS management provide to their employees on supporting their training, majority of the respondents (56%) indicated that KWS management provide resources as a way of supporting employees training at KWS, 25% of the respondents indicated that KWS management provides conducive training environment to their employees while 13% of the respondents indicates that KWS management does not provide either of the support in question during the study. Only 6% of the respondents indicated that KWS management supports their employees with training materials.

Figure 9: Management Support on Employees Training
Management Support in boosting employee’s creativity and innovation

On the response whether KWS management support boosting of employees creativity and innovation, majority of the respondents (50%) agreed, 31% strongly agreed while 13% disagree. On those respondents who strongly disagreed with the aspect on the question were the least at 6%.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>3</td>
<td>7</td>
<td>27</td>
</tr>
<tr>
<td>Percentage</td>
<td>6</td>
<td>13</td>
<td>50</td>
</tr>
</tbody>
</table>

Figure 10: Management Support in boosting employee’s creativity and innovation

Factors Led To the Adoption of Transformative Leadership at KWS

As a way of adopting transformation leadership by KWS leadership, there was Consideration of the nature of KWS nature of operation as hospitality industry, the study found out that, there has been need for KWS to put extra effort and to ensure that each employee performs an extra inch with minimal supervision. This is a concept that was started way back in 1997 under the stewardship of our former Director, Julius Kipng’etich. Among the factors established by the study to lead to the adoption of transformative leadership included; need to change the working style of staff from a situation of don’t care to that of mindful; need to change the overall organization culture to suit the world class status hence the adoption of the slogan, “World class Park”; and, there was need for accountability and superior service delivery.

The respondents were requested to indicate the method used by KWS on training and development. Majority of the respondents (69%) indicated that they acquire their training while performing their jobs, 18% of the respondents indicated that they get their training
and development outside their job training while 13% of the respondents indicated they do not get their training and development from neither of the job training nor on the job training.

<table>
<thead>
<tr>
<th>None of the Above</th>
<th>Of the Job Training</th>
<th>On the Job Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Percentage</td>
<td>13</td>
<td>18</td>
</tr>
</tbody>
</table>

**Correlation results**

In order to answer the research question, Pearson correlation test by SPSS version 21.0 was used.

**H1**: There is significant relationship between transformational leadership and Performance of employees

**Table 3: Comparison of the transformational leadership and performance of employees**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number</th>
<th>correlation coefficient</th>
<th>Level of Significance (p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance of employees</td>
<td>53</td>
<td>0.783*</td>
<td>0.002</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>53</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
According to the table above, $r$ obtained is significant at 0/05 alpha and the H0 hypothesis is rejected, because the significance level of the test ($p=0/002$) is smaller than the alpha test that is smaller than the value of 0/05. So the study question is approved. Therefore, there is significant relationship between transformational leadership and performance of employees at KWS. Also, given that the correlation coefficient between these two variables is 0/783, it can be concluded that this relationship is significantly positive. The more managers use transformational leadership style in their leadership, the more employees' performance is increased. Such research can be aligned with Bass and Bernard (2003), Eisenbach et al (2009), Yields and Andrew (2004), Ashrafi (2006).
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
The chapter summarizes the findings of the study done with specific reference to the objectives and research questions of the study were used as units of analysis. Data was interpreted and the results of the findings were correlated with both empirical and theoretical literature available. The conclusion relates directly to the specific objectives/research questions. The recommendations were deduced from conclusion and discussion of the findings.

5.2 Summary of Findings
The main purpose of this study was the effect of transformational leadership on the performance of employees in Kenya focusing on KWS employees.

Based on analysis of the findings, it emerged that those agreed recorded that motivation affects effectiveness of the performance, incentives motivate employees to be more productive and that Kenya wildlife Service is committed to setting standard goals. In the same vein, it was found that there was inspirational motivation and recognition of individual effort as a result of transformational leadership, KWS undertook a Balanced Score card Performance Appraisal to its staff on an annual basis and also staff was appraised basing on Financial, Business Processes, Customer/Stakeholders and Learning & growth. This enables KWS to realize employee strengths and weaknesses in terms of performance to come up with Training Needs Assessment for Corrective measures.

The study also established the extent to which leader’s intervention affected subordinate performance in the organization. Based on the analysis of the findings, it was revealed that to a larger extent, managers intervened promptly on subordinate performance to increase subordinates’ staff morale and team spirit. Further, transformation way of leadership has improved on the employee productivity in the sense that staff are aware of their expectation, how to carry-out their duties and taking right action. This has been measured through internal and external customer feedback survey and comparison of revenue realized.
The study also set to establish on how organization commitment led to a standard goal. The analysis of the findings revealed that a majority of the participants agreed that organization commitment led to a standard goal. On the effect of reward and punishment on employees’ target, it emerged that it affected positively.

On the elements of transformational leadership exercised at KWS, it was revealed that staff efforts and mentoring were embraced through KWS 5K Slogan of 1-Kuchagua, 2-Kupanga, 3-Kusafisha, 4-Kudumisha & 5-Kufundisha. It was found that KWS managers encouraged staff under them and directed them on what to do and how to be done.

The study also wanted to establish the kind management support on employees training. Based on the analysis of the findings, KWS management provided resources as a way of supporting employees’ trainings, and that KWS management provided conducive training environment to their employees. It was also revealed that KWS management supported employee’s creativity and innovation.

On methods used by KWS on training and development, it was found that most employees were trained during while performing their jobs while other acquired their training outside their job training.

The results of correlation analysis revealed that they exist a strong and positive significant relationship between transformational leadership and performance of employees. Thus the managers advised to embrace transformational leadership style in their leadership, to increase employees’ performance.

5.3 Conclusion
The study analyzed the effect of transformational leadership on the performance of employees in Kenya Wildlife Service. From the analysis of the finding, it was concluded that motivation, and incentives affected performance of employees. It was also concluded that inspirational motivation and recognition of individual effort has been due to the result of transformational leadership. Employees of Kenya Wildlife were appraised on the basis of financial, business processes, customer/stakeholders and learning & growth which enabled KWS to realize employee strengths and weaknesses in terms of performance.
The findings of the study also concluded that managers intervened promptly on subordinate performance to increase subordinates’ staff morale and team spirit, transformation way of leadership has improved on the employee productivity in the sense that staff are aware of their expectation, how to carry-out their duties and taking right action.

Further, the results of correlation analysis concluded that there exist a strong and positive significant relationship between transformational leadership and performance of employees.

5.4 Recommendations
With due regard to transformational leadership there is need to motivate employees so as to improve on productivity. This should be done in a manner in which all the stakeholders are happy. This ensures that there is cohesiveness between employees and management and also employee’s morale is promoted at all times. This therefore calls for establishing strategies that meet employee’s motivation. Specifically the study recommends:

1. Transformational leadership should be taught to all people at all levels of organization to have a positive impact on the overall performance.
2. There should be effective communication between management and other employees within the organization.
3. It is suggested that managers to be trained to use both styles of leadership and along with the increasing need for new skills and competencies of leadership as a result of changes in community, leadership training program is more important than ever.
4. Employees motivation should be boosted at all cost to promote productivity.
5. Reward and punishment should be done in a fair manner to all employees.
6. Proper methods of training and development should be devised to promote employees career growth.
7. Teamwork among employees should be enhanced to ensure cohesiveness among KWS employees and management.
5.3 Suggestions for Further Research

In this study outcomes of leaders were not included in the scope of this research and these factors may also have a relationship with job satisfaction and organizational commitment and may have an effect on performance of employees in the public and private sectors. Therefore, further study is recommended using other leadership styles so that leaders can fully understand and appreciate the appropriate methodology that will effectively enhance performance of employees in specific public sector organizations. In addition, it is recommended that similar studies could be carried out in the private sector or in both sectors (public and private) to determine whether the relationship between transformational leadership and performance of employees varies in the different sectors. This could help to clarify the differences between the public and private sector. It is also to be noted that the study was carried out within a small geographic area (KWS) and this may have affected the validity of generalization. Further research may therefore be needed in a wider scope, such as at state or national level. Similarly, the outcomes of leaders in the current study were not in the scope of this research; therefore future researchers could investigate the outcomes of leaders in both the public and private sectors.
REFERENCES


Appendix I: Questionnaire

Kindly tick the box that matches your answer to the questions and list the answers in the spaces provided appropriately.

SECTION A: DEMOGRAPHIC PROFILE

1. Gender
   Male ☐ Female ☐

2. Age
   18-30yrs ☐ 31-40yrs ☐
   41-50yrs ☐ Above 50yrs ☐

3. Highest Level of Education
   Certificate level ☐ Diploma level ☐
   Graduate level ☐ Post graduate level ☐

4. How long have you been working for KWS?
   Less than 10yrs ☐ 10-13yrs ☐
   14-17yrs ☐ above 18yrs ☐

SECTION B: OBJECTIVE QUESTIONS
5. Kindly indicate the extent do you agree or disagree with the following statements regarding transformational leadership and performance of employees in Kenya? Rate your response on scale of five units whereby 1= strongly disagree, 2= disagree, 3=not decided, 4= agree, and 5=strongly agree.

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<tr>
<td>Whether motivation in your opinion affects effectiveness of your performance?</td>
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<td>Whether incentives motivate you in being more productive?</td>
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<td>Whether the organization committed to a standard goal?</td>
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8. Are you satisfied with the way top management and leadership has been running KWS?

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9. Are the criteria used in promoting team work or lack of it in this company recommendable?

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9. What impact do rewards and punishments have on how fast you meet your targets?

   i) Positive
   
   ii) Negative
   
   iii) Both
   
   iv) None of the above
10. Does management foster a sense of appreciation when you perform?
   i) Strongly Agree
   ii) Agree
   iii) Not decided
   iv) Disagree
   v) Strongly disagree

11. What support does management provide to support employee training?
   i) Resources
   ii) Training materials
   iii) Conducive training environment
   iv) None of the above

12. Is the support given by the management effective in terms of boosting creativity and innovation recommendable?
   i) Strongly Agree
   ii) Agree
   iii) Disagree
   iv) Strongly disagree

13. Is there effective communication between management and subordinates in this company?
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15. What method is used in training and development?
   i) On the job training ☐
   ii) Of the job training ☐
   iii) None of the above ☐

16. How often is your performance evaluated?

17. If you were transferred to another department do you think you would perform better or worse?