

**TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL  
PERFORMANCE OF KENYA AIRPORTS AUTHORITY, NAIROBI CITY  
COUNTY**

**BETHSHEBA ALOO ABWAO**

**D53/CTY/PT/33772/2015**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,  
ECONOMICS AND TOURISM IN PARTIAL FULLFILLMENT FOR THE  
AWARD OF DEGREE IN MASTERS OF BUSINESS ADMINISTRATION  
(STRATEGIC MANAGEMENT) OF KENYATTA UNIVERSITY**

**JUNE, 2023**

**DECLARATION**

This is my own work and has not been previously presented for an award.

Signature..... Date.....

**BETHSHEBA A. ABWAO**

**D53/CTY/PT/33772/2015**

This project has been presented for assessment with my consent as the Supervisor

Signature..... Date.....

**DR. LINDA KIMENCU**

**SCHOOL OF BUSINESS, ECONOMICS AND TOURISM**

**KENYATTA UNIVERSITY**

## **DEDICATION**

This research is dedicated to my father Mr Dennis Abwao, mother Mrs Grace Abwao, brother Mark Abwao and a good friend Everlyne Onyango. Their concern, love, support, and care inspired me to do this task.

## **ACKNOWLEDGEMENT**

I want to extend special appreciation to the God Almighty for enabling me to come this far with my project. Second, I am thankful to my supervisor for the help, criticism, direction, and advise while I was developing this project. Her support and patience as she read edited, and polished this work are admirable.

I also want to express my gratitude to everyone who made sure that my project got this far. I am incredibly appreciative of their aspirational suggestions, guidance, and helpful critique. I am thankful for the opinions they provided on a variety of topics pertaining to this research project.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>DEFINITION OF TERMS</b> .....	<b>x</b>
<b>ABSTRACT</b> .....	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background to the Study .....	1
1.1.1 Transformational Leadership.....	5
1.1.2 Organizational Performance .....	7
1.1.3 Aviation Industry in Kenya .....	9
1.1.4 Kenya Airports Authority.....	9
1.2 Statement of the Problem .....	12
1.3 Objectives of the Study .....	13
1.3.1 General Objective .....	13
1.3.2 Specific objectives .....	13
1.4 Research Questions.....	14
1.5 Significance of Study .....	14
1.6 Scope of the Study .....	15
1.7 Limitations of the Study.....	15
1.8 Organization of the study.....	16
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>17</b>
2.1 Introduction .....	17
2.2 Theoretical Review .....	17
2.2.1 Path Goal Theory .....	17
2.2.2 Transformational Leadership Theory .....	20
2.3 Empirical Review .....	22
2.3.1 Idealized Influence and Organizational Performance .....	22
2.3.2 Individualized Consideration and Organizational Performance .....	26
2.3.3 Intellectual Stimulation and Organizational Performance .....	31
2.3.4 Inspirational Motivation and Organizational Performance .....	37

2.4 Research Gaps .....	41
2.5 Conceptual Framework .....	49
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>50</b>
3.1 Introduction .....	50
3.2 Research Design .....	50
3.3 Target Population .....	51
3.4 Samples size and sampling techniques .....	51
3.5 Data Collection Instruments .....	52
3.6 Pilot Test .....	53
3.7 Reliability and Validity of Research Instruments .....	53
3.7.1 Reliability of Research Instruments .....	53
3.7.2 Validity of Research Instruments .....	54
3.8 Data Collection Procedure .....	55
3.9 Data Analysis and Presentation .....	55
3.10 Ethical Consideration .....	56
<b>CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS .....</b>	<b>57</b>
4.1 Introduction .....	57
4.2 Response Rate .....	57
4.3 General Information .....	58
4.3.1 Respondents' Gender .....	58
4.3.2 Respondents' Age Bracket .....	59
4.3.3 Highest Education Level .....	60
4.3.4 Duration of Working in the Organization .....	61
4.4 Descriptive Statistics .....	62
4.4.1 Idealized Influence .....	63
4.4.1.1 Effect of idealized influence on Organizational Performance .....	63
4.4.1.2 Idealized Influence and Performance of Kenya Airports Authority .....	64
4.4.1.3 Aspects of Idealized Influence .....	66
4.4.2 Individualized Consideration .....	69
4.4.2.1 Extent of Individualized Consideration Effect on Performance .....	70
4.4.2.2 Individualized Consideration and Performance of Kenya Airports Authority .....	71
4.4.2.3 Leadership Use of Individualized Consideration .....	72
4.4.2.4 Aspects of Individual Consideration .....	73

4.4.3 Intellectual Stimulation .....	75
4.4.3.1 Effect of Intellectual Stimulation on Organizational Performance .....	75
4.4.3.2 Intellectual Stimulation and Organization Performance .....	76
4.4.3.3 Intellectual Stimulation and organization performance .....	78
4.4.4 Inspirational Motivation and Organization Performance.....	80
4.4.4.1 Effect of inspirational motivation on Organizational Performance.....	80
4.4.4.2 The extent to which Inspirational Motivation Affects Performance .....	82
4.4.4.3 Inspirational Motivation.....	83
4.4.4.4 Inspirational Motivation and Performance of Kenya Airports Authority .....	86
4.4.5 Organization Performance.....	87
4.4.5.1 Rating of Kenya Airports Authority performance .....	87
4.4.5.2 Measures of Organization Performance .....	88
4.5 Inferential Statistics .....	90
4.5. 1 Correlation Analysis .....	90
4.5.2 Regression Analysis.....	92
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND</b>	
<b>RECOMMENDATIONS.....</b>	<b>97</b>
5.1 Introduction .....	97
5.2 Summary of the Findings .....	97
5.2.1 Idealized Influence and Performance of Kenya Airports Authority.....	97
5.2.2 Individualized Consideration and Performance of Kenya Airports Authority.....	98
5.2.3 Intellectual Stimulation and Performance of Kenya Airports Authority .....	99
5.2.4 Inspirational Motivation and Performance of Kenya Airports Authority.....	100
5.3 Conclusion of the Study.....	100
5.4 Recommendations of the Study.....	102
5.5 Recommendation for Further Research .....	104
<b>REFERENCES .....</b>	<b>105</b>
<b>APPENDICES .....</b>	<b>112</b>
Appendix I: Introduction Letter .....	112
Appendix II: Questionnaire.....	113

## LIST OF TABLES

Table 2.1: Summary of Empirical Gaps .....	45
Table 3.1: Target Population.....	51
Table 3.2: Sample Size .....	52
Table 4.1: Questionnaire's Response Rate .....	57
Table 4.2: Idealized Influence.....	67
Table 4.3: Individual Consideration .....	73
Table 4.4: Intellectual Stimulation .....	78
Table 4.5: Inspirational Motivation.....	84
Table 4.7: Organization Performance.....	89
Table 4.8: Correlation Coefficients .....	91
Table 4.9: Model Summary .....	94
Table 4.10: ANOVA.....	94
Table 4.11: Regression Coefficients.....	95

## LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	49
Figure 4.1: Respondents' Gender .....	59
Figure 4.2: Respondents' Age Bracket.....	60
Figure 4.3: Highest Level of Education.....	61
Figure 4.4: Duration of Working in the Organization .....	62
Figure 4.5: Extent of idealized influence Effect on Performance .....	64
Figure 4.6: Extent of Individualized Consideration Effect on Performance .....	70
Figure 4.7: Leadership Use of Individualized Consideration .....	72
Figure 4.8: Extent of Intellectual Stimulation Effect on Performance .....	76
Figure 4.9: Inspirational Motivation Effect on Performance .....	81
Figure 4.10: Inspirational Motivation Effect on Performance .....	83
Figure 4.11: Rating of Kenya Airports Authority performance.....	88

## DEFINITION OF TERMS

**Idealized influence:** refers to the ability of a leader to inspire and motivate their followers to achieve exceptional performance. It is characterized by several indicators, including charismatic personality, going beyond self-interest, emphasis on ethical practices, and acting as a role model.

**Individual consideration:** involves personalized attention and support for each individual follower. It refers to a leader's ability to understand and address the unique needs, strengths, and aspirations of their followers.

**Inspirational motivation:** involves challenging the status quo, encouraging creativity, and promoting critical thinking within the organization. It refers to a leader's ability to inspire and stimulate their followers' intellectual capabilities, fostering innovation, problem-solving, and learning.

**Intellectual stimulation:** involves challenging the status quo, encouraging creativity, and promoting critical thinking within the organization. It refers to a leader's ability to inspire and stimulate their followers' intellectual capabilities, fostering innovation, problem-solving, and learning.

**Organizational performance:** Refers to firms' ability to meet its laid down objectives and goals by incorporating good governance, proper management and unwavering efforts in the achievement of the

goals in regard to profitability, efficiency and the satisfaction of their clients.

**Transformational leadership:** is a leadership style that focuses on inspiring and motivating followers to achieve exceptional performance and exceed their own expectations. It involves a leader's ability to create a compelling vision, foster a sense of purpose, and promote positive change within an organization.

## ABSTRACT

Kenya Airports Authority (KAA) has been experiencing poor performance in terms of decreased profits, reduced efficiency owing to a decrease in pre-profit tax and cargo throughput and an increase in operating expense in 2016. Therefore, despite changes in leadership and the adoption of transformational leadership, KAA is still performing poorly. The researcher looked into effect of transformation leadership on KAA organizational performance. Specifically, researcher examined how idealized effect, inspirational motivation, individualized consideration and intellectual stimulation influences organizational performance in KAA. This study used path goal theory and transformational leadership theory. Descriptive research method was deployed. The study's population was made of all 167 employees from 9 departments in KAA headquarters whereby 50% of the study population was chosen by employing stratified random sampling which meant that the study's sample was made of 84 staff. Primary data was acquired by employing semi-structured questionnaires. Moreover, content validity was facilitated by use of experts' opinions known in the area of study but more importantly opinion of the research supervisors was sought. On the other hand, face validity of the study tool was facilitated by use of pilot study and indefinite or unclear query was changed. Measuring of the research instrument internal consistency was employed to prove research tools' reliability using Cronbach Alpha, where a higher value indicates greater reliability, with coefficients above 0.8 being considered good reliability. The research tool led to the collection of quantitative and qualitative data. Inferential as well as descriptive statistics helped in quantitative data analysis. Further, assistance of SPSS v21 was used. Descriptive statistics included frequencies, standard deviation, mean and percentages and findings were given in figures and tables. Qualitative data analysis was done with the assistance of thematic content analysis. To enhance research credibility, the researcher addressed ethical issue to avoid plagiarism, obtaining voluntary participation, and acquiring necessary research permits. The findings were given in narrative form. The relationship that exists between depended variable and independent variable was determined using multiple regression as well as correlation analysis. According to the study, idealized influence, individualized consideration, intellectual stimulation and inspirational motivation have significant effect on organizational performance in KAA. The study recommends that the management ought to encourage and support innovation and creativity among the employees since it facilitates problem solving and team work, increases staff morale and productivity. Moreover, the management ought to provide more incentive programs such as flexibility in work arrangements, retirement plans, sick leave and paid time off among others which motivates the employees. Additionally, the management should involve employees at all level of decision-making because it encourages high devotion among the workforce, increases employees' morale who as a result perform at their best on individual level.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background to the Study**

Every organization seeks to do better than its competitors while satisfactorily meeting the needs of its customers and providing profitable and sustainable returns to its shareholders (Rao, 2015). A good performance is one of the major goals of a firm. The indicators of a firm performance can be controlled by the firm. Outcomes do influence the performance of the firm and these outcomes are regarded as broad (Gatzert, 2015). Outcomes are not the same as the firm's goals as the former are influenced by the shareholder's decisions on which outcomes the firm should focus on. Another factor that influences firm's performance is the measures used to indicate performance of a particular unit, executive unit or work unit.

Ghosh and Mukherjee (2006) indicate that a corporate performance can be measured using the balanced scorecard method. This method uses financial indicators such as ROE, ROI and dividend yield. It also integrates this with other performance measures that include learning and innovation, customer satisfaction, the growth of the firm, and efficiency in the internal operations of the firm. Profitability can be said to be the ability of a corporate to make profitable returns. The profit is the revenue that is left after the firm pays all its expenditures that are associated with the generation of revenue (Abdulkadir, 2012). The measure for this is often ROA and ROE. The satisfaction of the customer is related to how the customer feels or the attitude the customer has towards the experience he has had when he or she came into contact with the firms' services or products (Abdulkadir, 2012). Customer satisfaction does

qualify as a measure of the performance of the firm since it shows how the firms' products meet or surpass the needs or expectations of the customer. A customer who is satisfied will be loyal to the product and will repurchase it which will lead to more sales, higher revenue and more profits.

In the 1950s, in Romania, the performance of corporates was quantified in terms of successful the firm was in meeting its goals (Abdulkadir, 2012). At the time, the performance of the firm was more focused on the structure of the firm and its people. Things changed in the 1960s and the 1970s when firms changed the way they measured their performance with corporate performance being regarded as how well the firm was able to exploit the environment it existed in while using minimal resources (Mutua, Karanja & Namusonge, 2012). In this era firms accepted that they needed to achieve their goals (effectiveness) using the minimum possible resources (efficiency) to be termed as successful. However, in the last one decade the measure of corporate performance has changed with organizations using multiple dimensions to measure this performance. Some of these dimensions include the satisfaction off customers, customer service, employee stewardship, social responsibility, financial performance and community outreach.

There are firms that have been doing really well when it comes to their performance but there are also others who are not doing so well (Nyandiko & Onger, 2014). According to McKone, Lewis and Nevin (2017), globally the aviation industry has been shown to generate minimal returns. However, in 2016 for the second year running, the industry revenue was at \$17 billion which was the economic profit. This figure was low compared to 2015 figure of \$25 billion.

The airlines in India are not exempted from this scenario and they have been suffering from low yields, minimal premium travels, low fares, decreased cargo loads and poor load factors all because of the poor market conditions. To change this scenario, aviation firms came up with a better strategy and improve their management process to see an increase in revenue. The research conducted by Singh (2011) on performance evaluation on India airline industry revealed Indigo was the only Indian airline with the best relative efficiency at (100%) out of 11 domestic airlines. Jet came in second with a relative efficiency level of 99%. While Indian and Go Air airlines efficiency levels were at 95.6% for each one of them. The airline with the least relative efficiency level was Alliance Air at 25.9%. One of the airlines called Middle-eastern airlines had a very low breakeven load factor. The airline has low yields and the unit costs are much lower. This is partially due to the capacity growth strength and the prediction for the current year is at 10.1%. In 2017 the expectation for post-tax profits was at \$0.3 billion which represented \$1.56 profit for every passenger and a 0.5% net margin (International Center for Strategic Analysis, 2014).

Latin American airlines have been through rough times due to the weak currencies and a weak market at home. However, a recovery is expected in 2017. The forecast for next year shows a net profit estimation of \$0.2 billion after \$1.7 billion losses in 2015 and 2016 profit of \$0.3 billion. The African region is the most affected in the last three years. The high losses in this region are as a result of the effects of low commodity prices and conflicts in the region. The breakeven load factors are lower and the costs are even lower while the yields are higher than the average. However, only a few airlines in this region are able to meet the required load factors. These airlines have the average lowest of 50.8%, which was the figure in 2017. Although

there is a slight improvement in performance the improvement is very slow (IATA, 2017).

For a corporate to succeed, there should be commitment from the employees, good performed in terms of the firm meeting its objectives, job satisfaction for the staff, maximization of profits and satisfaction of the customers (Abasilim, 2014). Finding the best leaders in the present business environment is one of the issues that firms are experiencing. The most important organizational component, leadership, needs to receive more attention in the competitive and dynamic business climate (ElKordy, 2013).

Leaders are an important component in a firm as when they use the most effective leadership methods, they motivate and help the staff be committed and competitive in regard to their bid to achieve the organizational set objectives and goals. To raise the bar for the professional growth of employees, many styles of leadership are used in organizations. Management, analytical abilities, compensation, staff engagement, and inspiration are all components of effective leadership. Employee satisfaction rises when organizational leadership effectiveness is improved, and this in turn has a positive impact on profitability customer satisfaction and sales volume.

Mortazavi and Partovi (2014) state that organizational effectiveness is measured using cost and quality, on the other hand financial performance can be measured using profit, ROA and market share, and job performance and turnover rate can be used as measures of human resource performance. Leaders must encourage creativity and innovation, enhance worker performance, and challenge junior staffs to change their own value systems in order to increase organization's performance.

Transformational leadership methods according to Raluca-Elena (2015) can positively change the performance of a corporate.

### **1.1.1 Transformational Leadership**

Leadership is a persons' or a group of peoples' ability to guide and influence followers and other organizations' members. Leadership involves the establishment of a clear vision, sharing of that vision with followers, provision of methods and techniques for realizing a vision as well as coordination and balancing of conflict of interests of all members and stakeholders (Abasilim, 2014). Transactional and transformation leaderships are the two main types of leadership styles commonly used in today's organizations (ElKordy, 2013). While transactional leadership is involved in maintaining operations flow in an organization, transformational leadership goes beyond managing daily operations and develops strategies for taking the organization to the next performance level (Karaca, 2010). In addition, while transaction leaders attract followers by considering their interests first, transformational leaders stimulate followers by putting the interest of the group first.

Transformational leadership is a concept that was championed in 1978 by James MacGregor Burns. This concept involves the use of positive, trustful and optimistic leaders who can encourage team effort, set high expectations and encourage innovation. Leaders who are transformational leaders change and modify their organizations' culture by inspiring a zeal for mission and purpose of teamwork. They as well encourage creative thinking as well as problem solving means which inspires organizations' employees to perform better. According to Raluca-Elena (2015), four

basic elements exist that underlie transformational leadership: idealized influence, intellectual stimulation, individualized consideration and inspirational motivation.

Idealized influence is the characteristics associated to the leader by his followers due to the way the leaders carry her or himself in terms of confidence, transcendent ideals and power. Jiang, Zhao and Ni (2017) indicate that idealized influence involves instilling followers with pride (charismatic), going above and beyond self-interest, displaying strength and confidence, talking about the most crucial principles and beliefs, and emphasizing the joint mission. Karaca (2010) further indicates that idealized influence has to do with evoking a sense of purpose and put more emphasis on the collective achievement of the firm's goals.

Individual consideration is the support a leader gives to each of his or her followers both economically and socially so as to empower them to enhance their development (Mwangi & Kwasira, 2015). In Jordan and Orabi (2016) found that individual consideration involves being concerned and meeting the followers needs, being mentors and coaches to the followers as well as listening to the concerns of the followers. In addition, Naseem and Sheikh (2011) found that individual consideration in an organization involve coaching followers treating followers as individuals, listening to followers' concerns and helping develop others' strengths.

Inspirational motivation is the leaders' characteristics and behaviors that are meant to motivate and inspire the followers to achieve the laid down objectives and even achieve goals that are regarded as unattainable. Hassan *et al.* (2013) found that inspiration motivation involves enhancing creativity, teamwork, communication and autonomy in Pakistan, In Uganda, Mwesigwa and Namiyingo (2014) indicate that

inspiration motivation involves giving optimistic talks about the future, providing an encouraging vision for the future, creating exciting image, and encouraging team-spirit, general enthusiasm.

Intellectual stimulation is the way the leader challenges the existing norms and encourages the followers to be more creative and innovation in regard to decision making. Emeka et al. (2015) indicates that intellectual stimulation encompasses seeking diverse point of view, involving followers' problem solving, persuading non-traditional thinking and re-examining critical assumptions. In Nigeria, Osabiya (2015) indicates that intellectual stimulation involves encouraging innovation and creativity, critical thinking and problem-solving.

### **1.1.2 Organizational Performance**

The expected output is known as performance. According to Karaca (2010), the organizations' performance can be measured based on the financial outcome of the organization or based on the manager's perception on the impacts of information technology. To attain operational effectiveness, there are five performance objectives that should be sought. These objectives include cost, quality, flexibility, speed and reliability. Organizational performance is categorized into three: financial performance in terms of profit, internal non-financial performance in terms of productivity as well as external non-financial performance such as customer satisfaction (Dola, 2015). Organization performance requires selection and measuring of important variables that can see the firm be aware of its competitive position and monitor its competitors.

Performance measurement is important factor for effective management. Corporate performance can be said to be how the firm is performing in regard to its profitability, quality of its profits and its market share compared to other businesses in the same industry. It is also showing the productivity of its employees in regard to profit, expansion, revenue, development and growth of the firm (Karaca, 2010).

Tubigi and Alshawi (2015) measured performance using profitability (ROA and ROE), market share, customer satisfaction and sales. Carton (2017) indicated that efficiency (ROA, ROI and ROE), growth (sales, employees and market share), profit, size, liquidity and market share are indicators of organizational performance. In India, Antony and Bhattacharyya (2010) used balanced scorecard to measure organizational performance. Financial performance, customer satisfaction, internal business operations and learning and growth were all used as specifically measures. According to Kaplan and Norton (2004), the important success elements are the source of the business strategy' objectives, targets, and measures and initiatives. Internal business operations, customers 'satisfaction, financial performance, and learning and growth are some of the performance aspects. Revenue, market share, assets, and cost leadership are used to as dimensions of financial perspective. Quality, timeliness of purchase, and proper selection are used to assess customer perspective. Process innovation, effectiveness, interpersonal interactions, and convenience are used to measure internal perspective. Competencies, operational excellence, and the climate of action are used as dimensions of learning and growth perspectives. Nonetheless, the finding cannot be generalized to performance of Kenya aviation industry due to variation in research design, organizational framework as well as geographical boundary.

### **1.1.3 Aviation Industry in Kenya**

Aviation industry in recent years has had stiff competition because of new competitors, innovation in terms of information technology and due to globalization. The number of airline companies has increased and the customer's needs are changing. Thus, the airline firms are tasked with ensuring that the products they give their customers meet their needs and at an affordable cost. The main competitors Kenya Airways (the national carrier in Kenya) include Ethiopian Airlines, Emirates and Qatar Airways. Other upcoming competitors include Cabo Verde Airlines, Air Mauritius, Hainan Airways, Ethiopian Airline and Rwanda Air. Competition in the airline industry is mainly based on prices and service quality. Currently, Ethiopian Air is offering cheaper services as compared to Kenya Airways (Buyck, 2010).

The early post-World War II era, when the colonial governments of Kenya, Tanzania, Uganda, and Zanzibar established the East African Directorate of Civil Aviation, can be considered the beginning of Kenya's aviation history. There are two different categories of activity that make up Kenya's aviation sector; the ground-based infrastructure and the airlines. The airlines offer passenger and cargo transportation services. Ground-based infrastructure is made up of the facilities at the airport, passenger services given at the airports such as ticketing, collection of baggage, catering and other off-site services such as air regulation and air navigation (Mokaya, Kanyagia & Wagoki, 2012).

### **1.1.4 Kenya Airports Authority**

The Kenya Airports Authority (KAA) has a significant history, encompassing its establishment, evolution, and development over the years. The authority was founded

in 1991 under the Kenya Airports Authority Act (Cap 395) with the aim of providing efficient and effective airport services in Kenya. Prior to the establishment of the Kenya Airports Authority, airport operations were managed by the Department of Civil Aviation. Since its inception, the Kenya Airports Authority has undergone notable changes and advancements. It has continuously worked towards enhancing the infrastructure, services, and overall operations of airports in Kenya. The authority has been involved in the development, expansion, and modernization of various airports across the country (Kenya Airports Authority, 2017).

Over the years, the Kenya Airports Authority has undertaken significant projects to improve airport facilities and services. These include the construction of new terminals, runways, and other infrastructure to accommodate the increasing air traffic and meet international standards. The authority has also invested in advanced technologies and systems to enhance security, safety, and operational efficiency at airports. Kenya Airports Authority (KAA) owns and operates nine airports and airstrips found in Kenya. Kenya Airports Authority is currently responsible for the management of Jomo Kenyatta International Airport, Kisumu Airport, Moi International Airport, Malindi Airport, Eldoret International Airport, Wilson Airport, Lokichogio Airport, Wajir Airport and Ukunda, Manda, Kitale, Kakamega, Lodwar and Garissa Airstrips. It is also responsible for the management of all the other airstrips found in Kenya as an agent on behalf of the government (Kenya Airports Authority, 2017).

According to the KAA Act, the main functions of KAA are; to control and management of aerodromes, provision and maintenance of facilities that are needed to ensure the proper operations of aircrafts and provision of firefighting and

rescue services and equipment. In addition to this, they are also expected to operate, construct, and maintain aerodromes among other services, construction and maintenance of aerodromes on behalf of the government as agents, provide the needed services and facilities to passengers using the services of the KRA facilities and provide approval for private airstrips' construction and their operations (Kenya Airports Authority, 2017).

In terms of organizational structure, the KAA has evolved to meet the changing demands of the aviation industry. It has implemented strategic management practices, ensuring effective governance, financial sustainability, and customer-centric services. The authority has also embraced international best practices and standards in airport management. The KAA has played a crucial role in promoting the growth and development of the aviation industry in Kenya. It has facilitated increased connectivity, both domestically and internationally, by attracting airlines and fostering a conducive environment for air travel. The authority has actively participated in regional and international collaborations, ensuring seamless operations and adherence to global aviation standards.

Kenya Airports Authority, in its short existence has undergone commendable changes that have been meant to turn an organization into performance-driven and client focused organization. Presently, the organization is carrying out key projects that seek to bring an improvement to the already established airports and aerodromes around the country and increase output by ensuring employees optimum commitment.

## **1.2 Statement of the Problem**

Auditor General's report (2016) indicates that pre-profit tax decreased by 46.35% from Ksh. 4.66 billion in 2015 to Ksh. 2.5 billion in 2016. In addition, cargo throughput decreased by 3.8%, which implies that there was a decrease in efficiency. Further, operating expenses increased by 22.33% from Ksh. 8 billion to Ksh. 10.3 billion. However, customer satisfaction level was at 78%, which was attributed to improved facilities at JKIA, improvement in waiting lounges as well as frequent training of staff. Human resource is essential in ensuring continuous improvement in organizational performance in terms of profitability and customer satisfaction.

According to Hancott (2005), transformational leadership is superior to other types of leadership styles as it influences performance of a firm positively. Transformational leaders are agents of change and are vital in the performance of the organization by showing direction (idealized influence), promoting self-development (individualized consideration), encouraging creativity and involving them in problem solving (intellectual stimulation) and articulating compelling vision of the future (inspirational motivation). However, despite changes in leadership and the adoption of transformational leadership, Kenya Airports Authority is still performing poorly.

Although research has been done on transformation leadership and organizational performance, these researches focused on specific organizations. For example, Dola (2015) researched on how transformational leadership influences employees' performance of in KWS; in Kenya, Datche and Mukulu (2015) assessed how transformational leadership affected employee engagement in civil service; Chege (2016) evaluated association between transformational leadership and commercial

banks' performance while Amin (2016) conducted a research on existing association between transformational leadership and National Bank of Kenya performance. However, different organizations have different structures and hence the organizational structures of commercial banks, civil service and Kenya Wildlife Service are different from those of the Kenya Airports Authority. This research looked at how transformation leadership influences organizational performance of KAA.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The purpose of this research was to determine the influence of transformational leadership on the organizational performance of Kenya Airports Authority.

#### **1.3.2 Specific objectives**

This study's specific objectives were as outlined below;

- i. To examine the effect of idealized influence on organizational performance in Kenya Airports Authority.
- ii. To determine the influence of inspirational motivation on organizational performance in Kenya Airports Authority.
- iii. To examine the influence of intellectual stimulation on organizational performance in Kenya Airports Authority.
- iv. To establish the influence of individualized consideration on organizational performance in Kenya Airports Authority.

#### **1.4 Research Questions**

- i. What is the effect of idealized influence on organizational performance in Kenya Airports Authority?
- ii. What is the influence of inspirational motivation on organizational performance in Kenya Airports Authority?
- iii. How does intellectual stimulation influence organizational performance in Kenya Airports Authority?
- iv. What is the influence of individualized consideration on organizational performance in Kenya Airports Authority?

#### **1.5 Significance of Study**

The research may be beneficial to the Kenya Airports Authority management, Kenyan government, policymakers and to other researchers and scholars. To Kenya Airports Authority management, the research may provide insights on how different transformational leadership characteristics, such as intellectual stimulation, customized concern, and inspirational drive, impact a corporation's success. The Kenya Airports Authority's performance may be enhanced by using this information in the creation of leadership strategies related to these factors.

To the Kenyan government and policy makers, the research explains the application of transformational leadership on KAA execution and how these findings may help to come up with effective policies to mitigate these challenges and hence improve the performance of Kenya Airports Authority. The findings may also be used to develop policies on job requirements in leadership positions in Kenya Airports Authority to enhance airports' performance.

This research may provide essential information to already existing body of knowledge concerning impact of transformative leadership on organizational performance. Moreover, the study may also offer foundation for future research in relation to the effect of transformative leadership on organizational performance. To other academicians and researchers, the research gives information that may be employed as a literature review.

### **1.6 Scope of the Study**

The scope was limited to: inspirational motivation, idealized influence, intellectual stimulation and individualized consideration. Additionally, the study focused on Kenya Airports Authority. The unit of analysis was conducted in KAA located at Jomo Kenyatta International (JKI) Airport in Nairobi County. The study's population was the 167 employees from 9 departments in the headquarters of Kenya Airports Authority. The study used primary data collected between October 2018 and November 2018.

### **1.7 Limitations of the Study**

Limitations are the traits of methodology that influences interpretation of research results. They are constraints existing in regard to application to practice, generalizability, and/or usefulness of findings. They are due to how the researcher might have chosen the research design and/ or the method used in the determinations of external and internal validity. Major limitation is that findings are not applicable to other Kenyan government institutions. There was need for more studies before conclusion was done. Another limitation was that the honesty of the respondents was not well known as they gave their responses. To improve the research instrument,

validity and reliability tests were used to ensure the instruments met the laid down standard.

During data collection, another challenge was expected where some respondents declined to provide the needed data because of their attitudes towards the research and fear of victimization. The researcher tried to win respondents by providing them with purpose why the research was being conducted and gave them assurance that the data they provided was to be handled confidentially.

### **1.8 Organization of the study**

This project is made up of five chapters. The first chapter encompasses of study's context, problem statement, research questions, objectives, the significance of the research, study's scope and limitations. Second chapter presents literature review, empirical review and conceptual framework, theoretical review and knowledge gaps. The third chapter presents the techniques deployed in collection and analysis of data. Chapter four is made up of research approach, study population, sample size and techniques deployed in sampling, tools employed in collecting data, pilot testing, procedure of data collection and techniques used in analyzing data. Chapter four presents data analysis, results presentation, results interpretation and discussions. Chapter five presents summary of the findings, conclusions, recommendations and areas for further research.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter covers the existing literature pertaining to transformational leadership and organizational performance. Specifically, the chapter comprises of theoretical review, empirical review, research gap and also conceptual framework.

### **2.2 Theoretical Review**

Reviewing leadership literature showed that there are different schools of thought when it comes to transformational leadership. Some of these include the great man and trait models. Theories that were put forward by early researchers often looked at the leader's behaviors and characteristics. However, modern theories often consider the contextual nature of leadership and what role followers play in transformational leadership. Further, this section presented theories associated with the research. Moreover, these theories included leader member exchange theory, transformational leadership theory, path goal theory and Maslow's basic needs theory.

#### **2.2.1 Path Goal Theory**

This model was founded in 1971 by Robert House at Ohio State University, the theory was later revised in 1996 (Schriesheim & Von Glinow, 2012). According to this model, the behavior of a leader depends on his followers' satisfaction, performance and motivation. The revised version further states the leader acts in a

way that compliments his followers' abilities and also compensates for their shortcomings.

In addition, the leaders goal in this theory is seen as a guide to workers on the appropriate paths to take that can help them achieve their goals and those of the firm (House, 2012). The argument is that managers will have to take on different styles of leadership in accordance with the existence demands and nature of a given scenario. The leader has a role to guide his followers on the best way they can use to achieve their goals and also ensure these goals are in agreement with the firms' objectives (Schriesheim & Von Glinow, 2012). The followers will appreciate a leader behavior if they view this behavior as aimed to be a source of motivation and satisfaction if this satisfaction is dependent on the subordinate's performance and if the manager coaches and provides incentives that encourage great performance. The non-revised version of this theory points out that the forms of leadership styles available include supportive, directive, achievement oriented and participative forms of leadership (Greene, 2011).

The directive form of leadership behavior is known as a situation where the leader clarifies to the followers the goals they are expected to meet and directs them on how to meet these goals. According to the theory this is the kind of behavior that has the most satisfaction to the follower especially if the role of the follower is not very clear (Szilagyi & Sims, 2011). In the achievement-oriented behavior the leader sets very high goals for his subordinates and shows confidence that the followers are capable of achieving these goals. Some of the jobs where this leadership style is common include in sales jobs, entrepreneurs, technical jobs and in engineering.

The participative form of leadership style is characterized by the managers making the followers part of the decision-making process by encouraging them to forward their suggestion in regard to a particular concept. This kind of behavior is very common where followers are deeply involved in their tasks (Schriesheim & Von Glinow, 2012). The supportive form of leadership style seeks to meet the needs of the followers. The manager seeks to ensure the follower's psychological needs are met. This style is essential in work situations where relationships and tasks are physically distressing or psychological in nature (Greene, 2011).

With regard to this study, path-goal theory resonates with transformational leadership as it focus on organizational culture development by using inspirational motivation as well as intellectual stimulation so as to enable an organization to achieve anticipated outcomes by squeezing out the potential of each staff resulting to organizational success. The management at the Kenya Airport Authority should embody their subordinates' values that are expected to be learnt and internalized so as to see an improvement in the performance of the Kenyan aviation industry. The management at the Kenya Airport Authority should encourage teamwork and commitment among the employees through individualized consideration of each staff performance and rewarding or promoting them so as to facilitate improvement on performance of aviation industry (House, 2012).

The Theory highlights the importance of a leader's behavior aligning with their followers' satisfaction, performance, and motivation. According to the theory, leaders should complement their followers' strengths and compensate for their weaknesses. They should also guide their followers towards the appropriate paths to achieve both personal and organizational goals. Different leadership styles are mentioned,

including directive, achievement-oriented, participative, and supportive styles, each suited for specific situations. In terms of leadership and organizational performance, the Path-Goal Theory aligns with transformational leadership by focusing on developing the organizational culture through inspirational motivation and intellectual stimulation, allowing each staff member to reach their full potential and contribute to the success of the organization. The passage suggests that the management at the Kenya Airport Authority should embrace their employees' values, foster teamwork and commitment, provide individualized consideration, and establish realistic goals to enhance the performance of the Kenyan aviation industry. By demonstrating strong commitment, building trust, and aligning with organizational goals, the management can work towards achieving the desired outcomes in the aviation industry. The management should also set realistic goals, vision and missions through showing strong commitment, creating trust as well as confidence among the staff through inspirational motivation and representing organizational goals, culture, and mission to their subordinates so as to ensure the aviation industry achieve the anticipated outcomes.

### **2.2.2 Transformational Leadership Theory**

The above theory was very popular in 1970s and is still is the person responsible for its development is Burns (1978) and Covey (1992) who later encouraged leaders to be transformative by engaging people's minds and hearts in the leadership process. This form of leadership is based on the managers changing beliefs, values and their followers' needs. This concept is broad and requires coming up with new strategies that will result to reshaping the firm. The transformational leadership style results to positive transformation of the followers. The kind of leaders who champion

transformation are passionate, energetic and enthusiastic. Such leaders are part of the process and they focus in helping the followers succeed. Such leaders put more emphasis on empowering their followers, teamwork and encourage learning. Taborda (2000) looks at this form of leadership characteristics including that the firm's goals should be communicated and be part of the organization culture. Communication is vital and should be done by managers who can champion the organization's vision through different hierarchy levels of the firm.

The discussion on the Transformational Leadership Theory and its impact on leadership and organizational performance lacks clarity and coherence, making it challenging to grasp the main points. The references to Burns (1978) and Covey (1992) appear disjointed from the rest of the analysis, lacking further explanation or integration. Moreover, the claims regarding the effects of transformational leadership and the importance of communication and leadership characteristics lack specific examples or empirical evidence for support. The passage fails to elucidate how factors like enthusiasm and eagerness directly contribute to organizational success or how leaders can effectively implement them. To enhance the discussion, it would be beneficial to provide more coherent arguments, incorporate relevant sources, and offer concrete examples that illustrate the relationship between transformational leadership, leadership characteristics, and organizational performance.

In this study context, leaders at Kenya Airports Authority should show a commitment to the firm's values through the means by which they act and by encouraging others to behave in a similar manner by use of motivation, inspiration, consideration of each individual, idealized influence and intellectual stimulation. When an employee at the Kenya Airport Authority is motivated inspirationally, he or she will be confident,

motivate others and show positivity towards other subordinates ideas and thoughts. Intellectual stimulation competency enable the management leaders at the aviation industry to set a clear vision, meets expectations of the group and is as well as dedicated to meet the set objectives for the group.

Additionally, the management should adopt leadership characteristics such as enthusiasm, eagerness, and capability to formulate organization vision and goals so as to ensure organizational success. Further, the management at the KAA should adopted competency skills such as individualized consideration so as to prevent them from expressing contradictory values which tend to negatively affect their staff confidence and trust. The management leaders at the at Kenya Airports Authority must ensure that their employees are rewarded, motivated, and well developed so as to enhance production of great results which ultimately lead to organizational success.

### **2.3 Empirical Review**

The empirical review section looked at the four independent and dependent variables. It covered literature on idealized influence, individualized consideration, inspirational motivation, intellectual stimulation and organizational performance.

#### **2.3.1 Idealized Influence and Organizational Performance**

The leaders' ability to install confidence and appreciation from his followers which is the basic step in acceptance of radical change in a firm is known as idealized influence. Lack of confidence in the leader can see his efforts to redirect the firm be unsuccessful among the subordinates (Tiri, Ogollah & Mburu, 2014). This form of leadership behavior is also referred to as charismatic leadership and it is the extent the

managers can be role models to their subordinates and are able to show morals and principals that are ideal.

Karaca (2010) conducted a study to examine whether transformational leadership influences staffs' perceived leadership efficiency in USA public organizations. The research made use of confirmatory factor analysis for the validation of construct validity for provided leadership effectiveness measurement model. Moreover, structural equation modeling was done for examination of the hypothesis of the research. The study deployed correlation research design. According to the findings, transformational managers who are able to influence their subordinates encouraged their followers to have common values and beliefs, encouraged their followers to have a common sense of the mission of the firm. Having been done in United States, the findings are not generalizable to Kenya because of variations in macroeconomic environment and legal frameworks governing public institutions in both countries. However, the study adopted correlation research design and its targeted audience comprised of staff in Federal Emergency Management Agency hence it is imprudent to generalize the findings due to variation in research methodology. With respect to contextual gap, the research only focused on charismatic personality but failed to focus on going beyond self- interest, emphasis on ethical practices and acting as role model. Furthermore, the research took place in USA therefore findings are not applicable to Kenya because of disparity in economic advancement as well as institution frameworks.

Zdaniuka and Bobocel (2015) analyzed the impact of idealized influence leadership on the promotion of place of work forgiveness in Canada. The dominant methodology adopted was cross-sectional study approach. According to the results, idealized

influence leadership led to suppression of antisocial responses like revenge and avoidance. In addition, leaders using idealized influence motivate their employees to respond to workplace mistreatment instances. Nonetheless, the study deployed cross-sectional research approach whilst present research employed descriptive research technique; hence, it is unwise to generalize findings due to variation in research design. Moreover, the targeted audiences were staffs working in Canadian firms therefore the study's findings are not applicable to Kenya. Further, the study's dependent study variable was promotion of workplace forgiveness, which is different from organizational performance in terms of its measures or indicators, therefore, the findings are not generalizable to the present research.

In the setting of Vietnamese software firms, Nguyen and Nguyen (2015) conducted a study to examine whether leadership behaviors influences employee performance. The research sample was made up of 304 individuals that gave their data through a questionnaire. The researchers adopted a cross-sectional research approach. According to the results, individualized influence in the form of charismatic or encouraging pride among the followers, putting the interest of the firm first, having confidence and power, talking about their ideal beliefs and values and emphasizing collective mission influence employee performance. However, Nguyen and Nguyen (2015) study deployed cross-sectional research approach whilst this research adopted descriptive research approach hence; it is unwise to generalize their findings to present research because each research design has its own limitations. In addition, study's sample size included 304 personnel working in software firms while sample size of the current research is 84, therefore, findings cannot be applied to the research

because sample size can influence conclusion of a research. Further, researcher only focused on one indicator of idealized influence (charismatic personality) while the present research focused on four indicators (charismatic personality, going beyond self-interest, emphasis on ethical practices and acting as role model thus it is unwise to generalize results to this because of disparity measures of idealized influence. Furthermore, unit of observation of the study was software companies in Vietnam while that of the current research was the headquarters of Kenya Airports Authority hence study findings are not applicable to Kenya because of disparity in legal jurisdiction and institutional frameworks governing organizations in various states.

Ngaithe, Aol and Lewa (2016) assessed the association between idealized influence on employee performance within Kenyan state owned enterprises. Moreover, research adopted descriptive research approach and a positivism research philosophy. The results discovered that idealized influence influenced staff performance significantly and positively. Additionally, the researcher found that transformational leaders emphasize on the use of common beliefs and values, they also encourage their followers to encourage subordinates to work towards meeting the firms' mission collectively. In addition, such leaders put forward their worries about a problem and why this problem needs to be resolved. These leaders also install a sense of belonging to their followers. Followers who look up to the leader are ready to share their concerns with him and readily take up the challenge as their own. Nevertheless, the study adopted positivism while the current research employed pragmatic research philosophy. Besides that the unit of observation comprised on 163 staff while the current research was 83 staff hence results are not applicable to Kenya because of disparity in unit of observation. Further, Ngaithe, Aol and Lewa (2016) measured

idealized influence in term of charisma, ethical and communication of organization vision while the current research measured idealized influence in terms of charismatic personality, going beyond self-interest, emphasis on ethical practices and acting as role model. Therefore, the findings are not applicable to this current research due to methodological, context and conceptual gaps.

In Kenya, Ogola and Sikalieh (2017) studied how idealized influence leadership behavior influence employee performance among SMEs. The study adopted correlational research approach. The idealized influence leadership behavior significantly affects' employees performance according to the report. Additionally, the findings indicated that if a leader shows trust on employees, acts as a role model, portrays high ethical practices and encourages followers to take necessary risks, employee performance will be improved. However, the research employed correlation research design while present research deployed descriptive research technique. Moreover, researchers measured idealized influence in terms of risk taking, ethical values, trust and role model which is different compared to current research. In addition, the context of this research was SMEs while current research focused on Kenya Airports Authority, hence the results are not generalizable to this research.

### **2.3.2 Individualized Consideration and Organizational Performance**

Leaders that embrace change usually ask their followers for their opinions before giving them advice. Additionally, they ensure that the problems that trouble their followers are properly addressed, which helps them gain the respect of their followers. Such leaders pay close attention because they understand that fresh ideas are the only way they can learn about them and intellectually grow alongside their followers. This

feature is a wonderful illustration of a leader that listens to and supports their people, according to Okechukwu and Godday (2015). Leaders who support change also take on the duty of imparting knowledge to their followers, assisting them in putting important issues into practice.

Any organization's members have a variety of demands and wants. Whereas some people are driven by finance, others are actually driven by desire to do things in a different way. Similarly, some people are driven by the enjoyment of being part of an organization. Therefore, it is the leaders' responsibility to recognize all their employees' needs and demands and to ensure that they have been met as effectively as possible (Kalkavan & Katrinli, 2014). To hear what their followers would like to do in a different way, wise leaders always keep a close ear to the ground. They might need to engage in interactive sessions with the subject in order for them to get the correct conclusion. In order to increase understanding, it is important to ask questions and get feedback (Neupane, 2015). Such leaders are always willing to be questioned and corrected. This fosters their cognitive growth even more.

The most crucial elements of human resource management nowadays are thought to be training and counseling. This is mostly because they encourage people to work more which raise profitability and product quality (Abasilim, 2014). The best way to improve an organization's fortune is through its employees, who make up its core. If the correct motivation is instilled in them, they will be in the best position to do so. As a result, the company frequently uses training and counseling to assist people in realizing their potential. There are many researchers that have shown that coaching and mentoring does influence employee performance (Erkutlu, 2008; Abasilim, 2014).

In Jordan, Orabi (2016) assessed whether transformational leadership style influences organizational performance. A survey research approach was used during the study. Moreover, the surveys that were distributed were 249, 213 of these were returned but only 171 could be used. According to the findings, a significant association does exist between Individual consideration and Organizational Performance. Additionally, findings revealed that there is need for personal consideration pointing out that this processes was concerned with managers giving support to their followers. This process is able to positively affect the workers satisfaction, which would result to increased motivation and better engagement within the firm. If all workers are considered individually, then there is the possibility of a firm to improve on its performance. The researcher adopted survey research approach and targeted all personnel working in various organizations in Jordan therefore findings are not generalized to Kenya because of difference in research methodology. Moreover, the study measured idealized influence in terms of trust while the indicators of idealized influence in the current study were charismatic personality, going beyond self-interest, emphasis on ethical practices and acting as role model against these gaps, the findings are not applicable to Kenya.

In the United Kingdom, Khalil and Sahibzadah (2017) studied the nexus between leaders' individualized consideration and job satisfaction of employees. The study used an explanatory research approach. The findings indicated that Individualized Consideration positively affects job satisfaction. In addition, individualized consideration in institutions has proven to be effective in the achievement of job satisfaction. However, the study adopted exploratory research technique while this research used descriptive research design hence it is unwise to generalize findings to

current research. The study population comprised of all staffs in UK private universities while the targeted audience in this research comprised of all staff working in KAA headquarters thus, results are not applicable to this research due to variation in around mean and human tend to be unique and different. Further, the unit of analysis was private universities while this research focused on Kenya Airports Authority, henceforth; it is unwise to generalize results to Kenya because of disparity in legal jurisdiction governing institution in the both countries.

In Kenya, Ondari, Were and Rotich (2018) examined the association between individualized consideration and state corporations organizational performance. Moreover, the researcher made use of descriptive research approach and primary data was obtained using questionnaires. Results indicated that individualized consideration was significantly affecting state corporations' organizational performance in Kenya. However, targeted audience comprised of all 165 managerial staff in state cooperation while target population was 167 personnel in KAA. Additionally, the researcher focused on state cooperation while current research focused on parastatal (KAA). Moreover, the researchers measured individualized consideration in terms of mentoring and coaching, followers treated individually, learning opportunities established and followers strengths developed while the indicators of individualized influence in the current research were mentoring and coaching followers, encouraging self-development, attending to follower' concerns and autonomy. Therefore, Ondari, Were and Rotich (2018) findings are not applicable to the current study.

Ndwiga and Ngaithe (2016) studied whether individualized consideration influences organizational performance of Kenya commercial state owned enterprises. The researcher used descriptive research approach. Results found that individualized

consideration significantly and positively affects organizational performance. The results also indicated that coaching and mentoring, task delegation and development of learning chances together with supportive situation. The study involved 34 commercial state corporations in Kenya, which did not include Kenya Airports Authority.

In Kenya, Ayacko, K'Aol and Linge (2017) studied effect of individualized consideration on judicial staff performance. Moreover, the researcher deployed cross sectional study method. According to the study, individualized consideration in terms of delegation, workplace diversity, autonomy, and acceptable working conditions had significant effect on staff performance in the Kenyan judiciary. The survey also revealed that happier workers ultimately lead to happier customers when they feel fulfillment in their profession. Employee satisfaction not only increases yield but also results in higher-quality products or services. As a result, an organization must make sure that employee needs and wants are met while simultaneously looking for ways to increase their commitment. Nevertheless, researchers employed cross-sectional survey research approach whereas current research used descriptive research approach hence it is improvident to generalize the study findings to current research since every research method has its limitation. The targeted audience of this comprised of judicial staff while target population in present research was personnel working in KAA headquarters, therefore, it is inexpedient to generalize Ayacko, K'Aol and Linge (2017) findings to current research because of disparity in institutional framework, analysis and unit of observation. Furthermore, the researchers measured individualized consideration in terms of delegation, workload diversity and acceptable

working conditions. Due to variation in conceptual gaps the findings are not applicable in this research.

### **2.3.3 Intellectual Stimulation and Organizational Performance**

Namiyingo and Mwesigwa (2014) point out that any leaders who keep an open mind is likely to affect their followers intellectually such leaders challenge the status quo and provide a case for every reason, this encourage their junior staffs to intellectually challenge themselves more. People are capable of learning more and also improve their lives as a result of cognitive thinking. The forefront of challenging presumptions is always held by transformational leaders. They ensure that every fact has been supported by an argument to support its validity. Since this is the only means of learning better ways of performing tasks, these leaders push individuals to think critically and make mistakes. Employees can explore the unknown more and thereby unlock unexpected potential with such encouragement.

Ul Hassan et al. (2013) examined the employee creativity and the performance in banking sector. The researcher made use of descriptive research approach. The degree of creativity in an organization is influenced by internal factors like job complexity as well as the connection between management and workers according to the study. In order to encourage employees to be more creative, management should develop a model that addresses every aspect of the banking system. The unit of observation comprised of 164 staff working in banking industry in Pakistan, while the sample size was 84 employees working in KAA headquarters due to disparity in unit of analysis, it is unwise to generalize study's findings to this research. Besides that the researchers

measured intellectual stimulation in terms of employee creativity, job complexity, intrinsic motivation and innovation while the current research measured intellectual stimulation in terms of creativity and innovation, engagement in problem solving and decision making and encouraging non-traditional thinking thus results are not applicable to the present research due to disparity measures of intellectual stimulation. Further, the unit of observation was banking industry in Pakistan hence, findings are not generalizable to Kenya Airports Authority due to disparity in institutional frameworks in between Kenya and Pakistan.

Transformational leadership has been considered as the most successful kind of management for encouraging innovation. According to Quagraine (2010), this style of leadership encourages workers to increase their contribution to the firm. Additionally, transformational leadership pushes staff members to be more ambitious and to set greater goals. According to Ogbomoso and Ojokuku (2014), this style of leadership unquestionably encourages innovation, which breeds innovative brains. This in turn has a favorable impact on organization's performance. It is therefore advised that leaders adopt this style of leadership because it has a positive impact on both the business and the individual.

Leadership should provide moral support and inspire employees to be imaginative (Udoh & Agu, 2012). When management and staff have a better working connection, management will take into account emotional needs of the workforce, motivating them to perform better for the benefit of the business. In order to stimulate employee innovation, management must create a culture where workers are given little direction and encouraged to work independently. Employees that are followed carefully often experience confidence loss, which stops them from taking creative risks. As

previously mentioned, creativity has a significant impact on the innovation process, which ultimately improves the performance of the business and transforms it into an organization driven by innovation (Mutahar *et al.*, 2015).

Namiyingo and Mwesigwa (2014) looked at how intellectual stimulation affected employees' performance in Ugandan commercial banks. The study, which employed an explanatory research approach, discovered that, in the Ugandan banking system, employee creativity is directly correlated with an organization's success. The most crucial thing to remember is that creativity inspires employees to develop innovative ways to carry out their activities, which helps to save time and reduce losses. An organization can better serve its clients and grow its market share by using these new concepts. In the same way, coming up with new ideas opens the door to better structure and operational methods. As a result, production is more effective and simpler. The research used explanatory research method whilst present research employed descriptive research technique; therefore, it is improvident to generalize study's findings to current research due to disparity in research design. Moreover, the targeted audience was employees working in banking industry while study population was staffs in headquarter of KAA. Henceforth, study results are not applicable to present research due to disparity unit of observation. Further, the study measured intellectual stimulation in terms of creativity and job resources thus the study's findings are not generalizable to current research due to disparity in measures of intellectual stimulation.

For instance, management might encourage employees to be more creative by utilizing transformational leadership (Pradhan & Pradhan, 2015). Initiatives that are founded on creativity can thrive on a platform provided by transformation leadership.

Problem-solving can be a fairly difficult task that calls for specialized knowledge. The difficulty of the task is increased by the requirement for cognitive and mental awareness. Problem solving involves all cognitive processes. As a result, the amount of abilities needed varies substantially depending on the problem's structure (Abbasi & Zamani-Miandashti, 2013). Different issues confront organizations, and issues can change within an organization for instance, management might encourage employees to be more creative by implementing transformational leadership (Pradhan & Pradhan, 2015). Initiatives focused on creativity can thrive on a platform provided by transformation leadership.

Problem solving can be a fairly difficult task that calls for specialized knowledge. The difficulty of the task is increased by the fact that it calls for cognitive and mental awareness. Problem solving uses all cognitive processes. As a result, the amount of expertise required varies substantially depending on the problem's structure (Abbasi & Zamani-Miandashti, 2013). Different difficulties that organizations confront can also differ inside a single organization. Whereas some may be equivalent in a setting, others may be difficult to structure in mind, which makes them difficult to solve. One issue, however, may have numerous remedies, each of which will have a different level of efficacy. Therefore, it is up to the individual tackling the issue to determine the most appropriate solution to adopt, however even this necessitates specialized knowledge.

Numerous studies found positive correlation between engagement of workers in the making of decisions and organizational performance. Ojokuku and Ogbomoso (2014) examined the nexus between employee participation in decision making and selected SMEs' performance in Lagos, Nigeria. The study employed descriptive

research method, discovered that employees' involvement in decision-making influences business's overall performance significantly. Therefore, the employees' participation in the organization's decision-making is crucial because it encourages high devotion among the workforce. Additionally, the study found that when personnel actively participate in decision making, their morale soars, they are happier, and as a result, they perform at their best on an individual level. The targeted audience comprised 156 staff in SMEs in Lagos, Nigeria therefore results are not generalizable to this research because of difference in unit of observation. Employee participation in decision making was measured in terms of establishing policies, procedures and determining perks. Its sample size was 120 staff working in SMEs in Lagos. Therefore, the study's findings cannot be applied to current research due to disparity in unit of analysis. Further, Ojokuku and Ogbomoso (2014) findings only focused on employee participation among SMEs in Nigeria while the current study focused on public parastatal (KEE) henceforth, the findings are not applicable to Kenya because of disparity in institutional frameworks between Nigeria and Kenya.

It is through provision of suggestions and information among employees that encourage productivity and overall organizational growth. Being involved in the making of decisions makes the employees seem like they own part of the firm, which basically transforms to more responsible behavior and trust. When employees participate in decision-making, cost of learning is typically lower. This is because less human work is necessary because only little supervision is needed. Also, an increase in the organization performance is noted when workers are involved in the making of decisions.

In Ghana, Quagraine (2010) studied the involvement of employees as effective management tool in decision-making in the Merchant Bank (Ghana) Limited. The study made use of cross-sectional study design. As per the study, favorable environment for innovation and creativity is made when employees are consulted when decisions are made. This causes the workers to identify with the company, leading them to desire to have positive impact on its output. Additionally, when employees participate in decision-making, there is greater cooperation and coherence within the organizational hierarchy. Since Quagraine (2010) adopted cross-sectional survey whilst current research used descriptive research approach, it is unwise to generalize the results to this study because research design does not aid in determining the cause of effect of elements under investigations. Moreover, the targeted population comprised of staff working in Merchant Bank (Ghana) Limited consequently, results are not applicable to Kenya because of disparity in unit of analysis and observation. Further, the study only focused on one indicator of intellectual stimulation (involvement in problem solving) therefore its findings cannot be generalized to current research which measured intellectual stimulation in terms of creativity and innovation, encouraging non-traditional thinking and involvement in problem solving.

In Kenya, Kirui, Iravo and Kanali (2015) studied the relationship between intellectual stimulation and financial institutions' organizational performance. Moreover, using descriptive research approach, the study was conducted in 22 branches of National Banks and Post Bank within Rift Valley region of Kenya. According to the study, intellectual stimulation influences financial institutions' performance significantly. In addition, the management of organizations ought to invest in creation of knowledge

and continuous improvement of the issues of the employees. Besides that, they should also ensure that there is continuity in coaching employees on self-efficacy. The target population of comprised of National Bank of Kenya's staff therefore; results are not applicable to Kenya as a result of disparity in unit of observation. The researchers' indicators of intellectual stimulation comprised of involvement in decision making, engagement in problem solving and encouraging non-traditional thinking but failed to focus on creativity and innovation, thus, it is unwise to apply the results to current research because of existence of conceptual gap.

#### **2.3.4 Inspirational Motivation and Organizational Performance**

The manager can exhibit confidence, when he or she is inspirationally motivated positively respond to the subordinates ideas and thoughts and even motivate others. Transformational leader develops vision separate from group's prospects and is devoted to attaining the goals formulated for the group. Eagerness, excitement, and ability to define a vision and organizational goals are other essential leadership qualities (Sahin et al., 2014). As per inspirational motivation, leaders ought to make clear the high standards they have for their followers. They should as well challenge them to formulate mutual vision for the firm to inspire and motivate them.

The followers of transformational leaders are also inspired by their inspirational appeal to do their best work in terms of cooperation, generosity, and good deeds. The followers are allegedly urged by their leaders to have a collaborative attitude, which makes them enthusiastic and excited when outlining their company's aims, according to Abbasi and Zamani-Miandashti (2013).

According to Li et al. (2016), linking organizational aims to personal ambitions encourages employees to accomplish organization goals in order to accomplish individual goals. Additionally, usage of such encouraging words inspires persons to put greater effort in their work which enables workforce to put more effort to accomplish their personal aspirations and organizations' goals. Employees are motivated by incentive packages offered to them. This is because they sense that their efforts are valued and that they are cared for. Regardless of the diverse motivational inclinations of the staff, this can aid in motivating them. These programs are typically tailored to the needs and preferences of the employee. Motivating employees makes them more productive, but more significantly, it demonstrates that the company values them. Increased performance or productivity is the most significant effect that employee motivation has (Mutahar et al., 2015).

A leader should see beyond what is perceived by others, claim Mutahar et al. (2015). The ability to develop a transformational vision is a crucial leadership quality. Transformational leaders know that a vision that is well-developed and communicated in appropriate way may alter a person, entire society or the team (Udoh & Agu, 2012). The followers will comprehend the vision and develop strategies to help the organization realize its objective if the leader is capable of defining it effectively and convey the message to them. Transformative leaders inspire their people to try new things, take chances, and develop original ideas. Leaders are driven by their vision and dissatisfied with the present situation (Mutahar et al., 2015).

In Enugu State, Emeka, Amaka and Ejim (2015) studied the nexus between staffs' motivation and manufacturing firms' organizational performance. Cross-sectional research methodology was adopted in the analysis. The findings depicted that

extrinsic motivation offered to any organization has a significant impact on staff productivity. This conforms to equity theory, which claims that paying workers fairly is critical since it improves their effectiveness at work. The researchers employed cross sectional survey whilst this research used descriptive research technique, hence, results are not applicable to existing study because of difference in research approach. The targeted population was all staff working in manufacturing firms Enugu state while the targeted audience of the present study was staffs working in Kenya Airports Authority, therefore, its findings are not generalizable to current research due to difference in unit of observation. Besides that, the study only focused on articulating organization's vision and encouraging of team-spirit as indicators of inspirational motivation, hence, it is unwise to apply the results to research because of the existence of conceptual gap. Furthermore, both manufacturing firms and the KAA operate under diverse institutional frameworks; therefore, results are not generalizable to the present research.

In Nigeria, Oluyinka and Hashim (2012) examined effect of worker motivation and organizational performance in international companies. The study deployed case study method with focus on Cadbury Nigeria Plc. The productivity of the workforce was discovered to be positively correlated with corporate performance. The performance of the business will improve as worker productivity rises. Thus, the research demonstrates a significant link between motivation and employee productivity. The key idea here is that when employee motivation rises, business performance will inevitably follow. The study focused on one manufacturing firm, and hence results are not applicable to Kenya public sector. A case study research technique was employed while the current research used descriptive research method,

henceforth, it is imprudent to generalize study's findings to Kenya since every research method has its weakness. Moreover, the research only focused on multinational companies in Nigeria therefore, results cannot be applied to Kenya Airports Authority due to disparity in institutional functionality and also frameworks in both states. Its unit of analysis comprised of 100 staff working in multinational firms in Nigeria while that of the current study comprised of 84 staff working in KAA. Hence due to the methodological gap identified the findings are not applicable to the current research. Further, the measures of inspiration motivation comprised of bonus system, suggestions scheme and merit rating which differs from current study; hence results cannot be applied this research.

In Ghana, Ovidiu-Iliuta (2013) examined how employee motivation influences organizational performance. The study adopted cross sectional study approach and revealed that staff motivation influences organizations effectiveness positively. If workers feel appreciated and empowered, their motivation to work will increase, which will eventually lead to greater success and performance inside the organization. In a manner similar to this, disgruntled workers who are subject to customer pressure or who have boring jobs may underperform for the company. Additionally, this can result in a rise in absenteeism, and staff members might depart for organizations with better compensation and working conditions. Since every employee is different, several incentive strategies should be employed. The fact that this study was conducted in Ghana prevents its findings from being applicable to Kenya.

Mwongeli and Juma (2016) assessed whether inspirational motivation influences employee performance in Safaricom Limited. The study employed survey research approach. According to the study inspirational

motivation influences employee performance positively. The research found that inspirational motivation led to the accomplishment of objectives and goals, team building support and enabling employees to find meaning in their day-to-day activities. Nonetheless, the targeted audience was all personnel working in Safaricom Limited that is different from KAA which is a parastatal hence it is unwise to apply the study findings to present research due to disparity in legal frameworks in the two institutions. Apart from that, the researcher adopted a survey research method that varies from descriptive research technique hence; results cannot be applied to this research. Furthermore, the researchers measured inspirational motivation in term of follower motivation empowerment and vision communication that is different from indicators used in the current research, henceforth; it is imprudent to generalize study's findings to this research.

## **2.4 Research Gaps**

Although numerous researches have being performed on transformational leadership, majority of these researches focused on some nations, industries, sectors and particular organizations, which hinder generalization of study findings. Studies on transformational leadership and team effectiveness in Indian construction industry were undertaken by Tabassi, Ramli, and Dashti (2013), and studies on transformational leadership and work performance in Brazil were conducted by Cavazotte, Moreno, and Bernardo (2013). (2010). Nonetheless, having been done in other countries, results are not generalizable to Kenya due to disparity in legal framework governing diverse organizations, economic factors and political environment.

In Kenya, Namusonge and Koech (2012) did research on how leadership styles affected Kenyan state firms in regard to organizational performance; Datche and Mukulu (2015) assessed transformational leadership and employee involvement in Kenyan civil service; Dola (2015) investigated effect of transformational leadership on Kenya Wildlife service employees' performance. Nonetheless, these researches focused on different organizations and sectors hence, results are not generalizable to project-based organizations. Additionally, these researches do not explain how performance is affected by transformational leadership (idealized influence, intellectual stimulation, individualized consideration and inspirational motivation).

Cavazotte, Moreno, and Bernardo (2013) conducted a study on transformational leaders and work performance in Brazil using a descriptive research design, and their findings revealed a significant impact of perceived transformational leadership on task performance. However, the applicability of these findings to the Kenyan context and aviation industry was not explored. Orabi (2016) investigated organizational performance in Jordan and the effect of transformative leadership using a survey research approach, and the study identified a significant correlation between Individual consideration and Organizational Performance. Nevertheless, the applicability of these findings to the Kenyan context was not explored. Tabassi, Ramli, and Dashti (2010) examined the use of transformational leadership and effective teams in the Indian construction sector through a cross-sectional study design, and their findings indicated that transformational leadership influences organizational performance in the construction industry. However, the applicability of these findings to the Kenyan context and aviation industry was not explored.

Karaca (2010) explored employee perceptions of leadership effectiveness and transformative leadership in public organizations using a cross-sectional research approach, emphasizing the importance of shared understanding, major similar values, and beliefs. Nonetheless, the applicability of these findings to the Kenyan context was not explored. Dola (2015) investigated the relationship between transformational leadership and employees' performance in Kenya Wildlife Service using a cross-sectional study approach, and the study revealed a significantly positive correlation between transformative leadership and employee performance. However, the applicability of these findings to the aviation industry and organizational performance was not explored. Munyeki and Were (2017) examined the relationship between transformational leadership and project-based organizations' performance, with a focus on the International Livestock Research Institute, using a descriptive research method. The study found that transformational leadership influences the performance of selected project-based organizations. Nevertheless, the applicability of these findings to the aviation industry was not explored.

Datche and Mukulu (2015) investigated the effects of transformational leadership on employee engagement in the civil service in Kenya, collecting survey data from 252 civil servants. The study revealed a positive influence of transformational leadership on employee engagement, but its impact on organizational performance was not explored. Chege (2016) explored the nexus between transformational leadership and commercial banks' performance using a cross-sectional research design, and the study found a significant influence of transformational leadership on the performance of commercial banks. However, the applicability of these findings to Kenya Airports Authority was not explored. Amin (2016) examined the correlation between

transformational leadership and the National Bank of Kenya using a descriptive research approach with a sample of 168 employees. The study identified that inspirational motivation, intellectual stimulation, and individualized consideration affect performance. Nevertheless, the applicability of these findings to Kenya Airports Authority was not explored.

**Table 2.1: Summary of Empirical Gaps**

<b>Authors</b>	<b>Focus</b>	<b>Methodology</b>	<b>Findings</b>	<b>Research Gaps</b>
Cavazotte, Moreno and Bernardo (2013)	Transformational leaders and work performance in Brazil	Descriptive research design was used	The results established that perceived transformational leadership significantly impacts task performance	Since the study was done in Brazil, the research findings are not ideal for the Kenyan context The research was done in financial sector, which differs from aviation industry
Orabi (2016)	Organizational performance in Jordan and the effect of transformational leadership	A survey research approach was used.	The researcher found that a significant correlation does exist between Individual consideration and Organizational Performance	The study was delimited to Jordan and due to variations in legal frameworks, economic factors and organizational structures, the research findings are not ideal for the Kenyan context
Tabassi, Ramli and Dashti (2010)	The Indian construction sector's use of transformational leadership and effective teams	The study employed cross-sectional study design	Transformational leadership affects organizational performance in construction industry	Since the study was carried out in India, the results cannot be applied to Kenya. The research was conducted in the

				construction industry, which is different from the aviation industry
Karaca (2010)	Employee perceptions of leadership effectiveness and transformative leadership in public organizations	Cross-sectional research approach was utilized	Results demonstrated the importance of strong senses of purpose, significance of shared understanding of organization's objective, and the promotion of having major similar values and beliefs by changing leaders who are perfect for their followers' influence.	The study was a case study of Federal Emergency Management Agency in US and hence results cannot be applied to Kenya.
Dola (2015)	Transformational leadership and employees' performance in Kenya Wildlife Service	The study used cross-sectional study approach	Findings showed that transformational leadership and employee performance are significantly correlated.	The study focused on Kenya Wildlife Service, which is varies from the aviation industry. Dependent variable was employee performance which differs from organizational performance
Munyeki and Were (2017).	Transformational Leadership relationship with the Project Based Organizations', Performance with a special	This study made use of descriptive research method	Transformational Leadership influence performance of selected project-based organizations.	The study was limited to International Livestock Research Institute and due to differences in

	focus on International Livestock Research Institute			organizational structures, the findings are not applicable to aviation industry
Datche and Mukulu (2015)	Effects of transformational leadership on engagement of employee in civil service in Kenya.	A survey data was collected from 252 civil servants from eighteen top performing state corporations.	The study revealed that transformational leadership influences employee engagement positively	Nonetheless, the study showed the effect of transformational leadership on engagement of the employee and hence it did not show how it affects organizational performance.
Chege (2016)	The nexus between transformational leadership and commercial banks' performance	The study made use of cross-sectional research design	Transformational leadership influences performance of commercial banks significantly.	Different organizations have different structures and regulatory frameworks and therefore, findings from commercial banks are not applicable Kenya Airports Authority
Amin (2016)	The correlation between transformational leadership and National Bank of	The research adopted descriptive research approach and study targeted 168 employees.	Results indicated that inspirational motivation, intellectual stimulation and individualized consideration	The study focused on National Bank of Kenya and as a result of variation in

	Kenya		have an effect on performance.	regulatory frameworks and organizational structures, the results are not applicable to Kenya Airports Authority
--	-------	--	--------------------------------	---

## 2.5 Conceptual Framework

This research examined the effect of transformational leadership on KAA performance. The research independent variables encompassed idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The research dependent study variable was organizational performance.

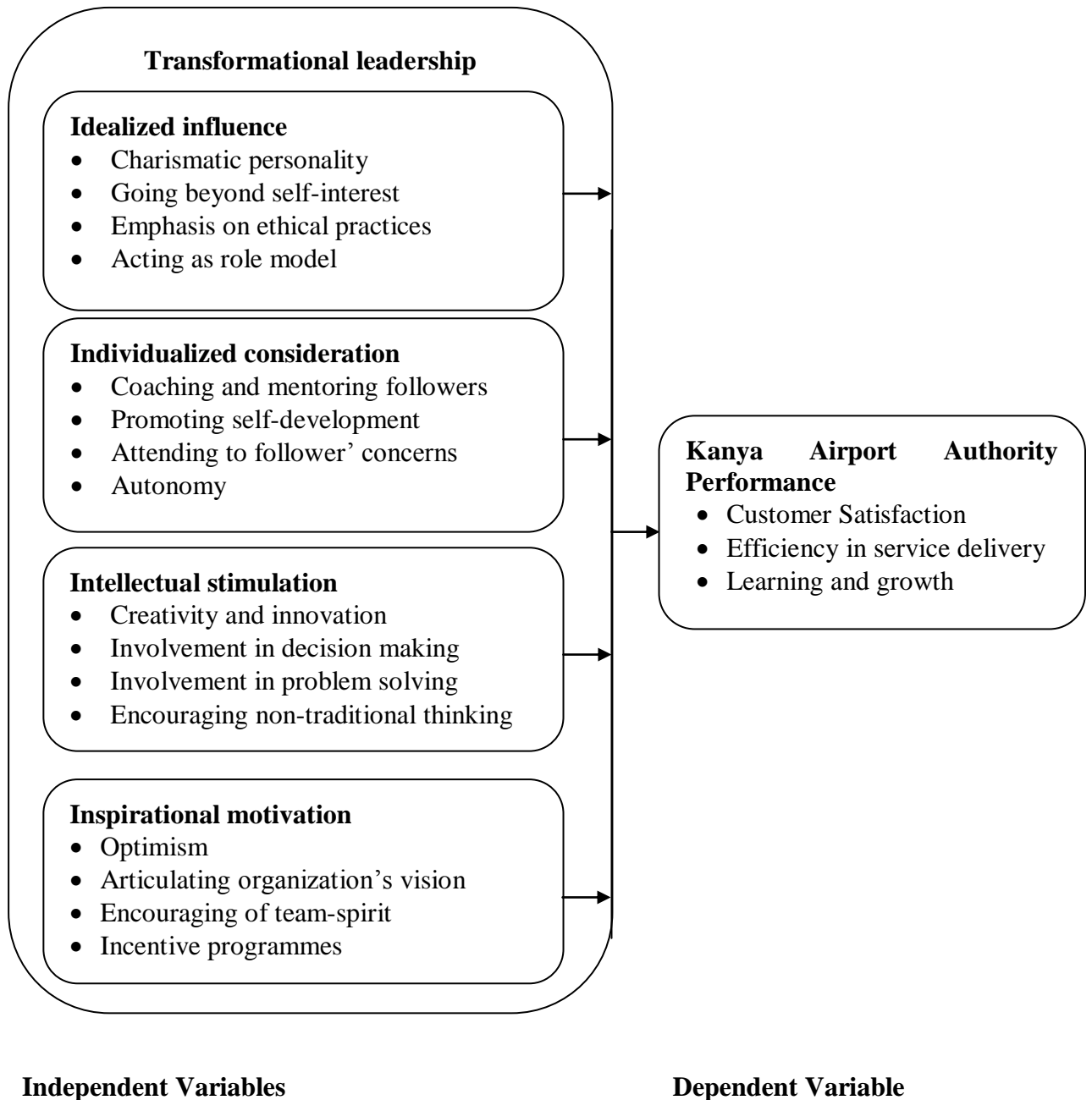


Figure 2.1 Conceptual Framework

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The research methodology chapter covered methodology employed in this research according to study's questions. The chapter was made up of the research design, techniques used in collecting data, the study population, the pilot study, analysis as well as presentation of data.

### **3.2 Research Design**

This study employed a descriptive research design. A research design allows the research to be efficiently conducted and leads the most valuable information with minimal resources, effort and time (Bryman & Cramer, 2012). A descriptive research approach was used for this research. This method describes procedures and methods used for the description of variables. The method involves the collection of data that give a description of an event and then this data was tabulated and described. Research studies that use the descriptive method of data collection answer the how, who and what questions (Bryman, 2003). Because it enables the integration of qualitative and quantitative data, this design was used. Additionally, descriptive research design was adopted since it enables evaluation of associations between variables. Since the researcher sought to assess how transformation leadership influences KAA performance, descriptive research design was the best design.

### 3.3 Target Population

A population refers to a group of items or people that are under investigation and have similar attributes (Cooper & Schindler, 2006). This target population was made of 167 employees working at Kenya Airports Authority headquarters.

**Table 3.1: Target Population**

<b>Departments</b>	<b>Target Population</b>
Information and communication technology	12
Finance	13
Internal Audit	11
Project and engineering services	23
Marketing and Business Development	21
Human resource	12
Procurement	18
Operations and safety	43
Security	14
<b>Total</b>	<b>167</b>

### 3.4 Samples size and sampling techniques

According to Creswell (2006), a sample size should not be too small as it represents the whole population. Kothari (2004) points out that sample size deployed should have sufficient information on the study population and this data should be easy to analyze. This study utilized stratified random sampling method and 50 percent of target population was selected. As pointed out by Greener (2008), in case the total number of the population under target is at 100 up to 500, then 50% of the

study population is adequate representation of the whole population. In line with this recommendation the researcher used 84 staff were randomly selected as the sample size. In stratified random sampling, the population is first stratified before a random sample can be chosen. Stratification means the division of the target group members into categories that are homogenous. The strata were 9 departments of Kenya Airports Authority. After stratification, the population members are picked at random which is what is referred as random sampling. This method is ideal as it fully represents target population (Greener, 2008).

**Table 3.2: Sample Size**

<b>Departments</b>	<b>Target Population</b>	<b>Sample Size</b>
Information and communication technology	12	6
Finance	13	7
Internal Audit	11	6
Project and engineering services	23	12
Marketing and Business Development	21	11
Human resource	12	6
Procurement	18	9
Operations and safety	43	22
Security	14	7
<b>Total</b>	<b>167</b>	<b>84</b>

### **3.5 Data Collection Instruments**

Data exists in two forms secondary and primary data. The research used primary data. As explained by Greener (2008) primary data is first hand data which has not been

processed or exposed to another type of handling. The questionnaire encompassed 6 sections where section first focused on demographic data. The following section up to fifth section focused on independent study variables. In addition, sixth section focused on dependent variable (organizational performance).

### **3.6 Pilot Test**

A pilot study was necessary for this research study because it helps in achieving the validity and reliability of the research instruments and tools (Busetto, Wick, & Gumbinger, 2020). Simple random sampling was used to select ten respondents to participate in the pilot study. The respondents were not be part of the sample for the study. The pilot study enabled the researcher to familiarize with research administration procedures and to identify items that require modification, addition, or deletion. The efficiency of data collection was tested using researcher-produced instruments and matching these tools with the research objectives and questions.

### **3.7 Reliability and Validity of Research Instruments**

#### **3.7.1 Reliability of Research Instruments**

Mugenda and Mugenda (2009) define reliability as a measure of the degree to which a research instrument yields consistent results or data after a repeated trial. The pilot study enabled the researcher to assess the clarity of the questionnaire items so that those items found to be inadequate or vague were modified to improve the quality of the research instrument thus increasing their reliability. Split-Half technique of reliability testing was employed, whereby the pilot questionnaires were divided into two halves, and then a correlation coefficient for the two halves were computed using

the Pearson correlation formula:  $r = 1 - \frac{6\Sigma(D)^2}{N(N^2-1)}$  Where,  $r$  = Correlation coefficient,  $N$  = Sample,  $\Sigma$  = Summation of scores and  $D$  = Deviation. The coefficient indicates the degree to which the two halves of the test provide the same results and hence describes the internal consistency of the test. According to Orodho (2012), a minimum correlation coefficient of 0.65 is recommended as indicating that an instrument was reliable, and therefore the coefficient equal to or above this but less than one was obtained to ensure that the data obtained was reliable. This study obtained a correlation coefficient of 0.65 or higher.

### **3.7.2 Validity of Research Instruments**

Validity is defined as the accuracy and meaningfulness of inferences, which are based on the research results (Asenahabi, 2019). To ensure that the information to be collected from the field was accurate and reliable, there was need for the researcher to determine the content validity of the instruments. Content validity of the instruments was determined by going through the items one at a time and comparing the contents to ensure that they contain all the information in line with the study objectives and variables of the study. Expert judgments was sought from university supervisors. The research instruments were scrutinized by the departmental supervisors to judge the items on their appropriateness of the content, and the need for modification to achieve the objectives of the study. The feedback obtained was then incorporated into the final instruments before the actual study. All the two research instruments were tested for validity.

### **3.8 Data Collection Procedure**

Before questionnaires were distributed to top respondents, a letter from the university was sought by the researcher that showed that information collected was utilized for learning purposes. Moreover, the researcher then distributed the questionnaires to the respondents. The study exercised control and care to make sure that every questionnaire issued was received by a respondent. To help in the achievement of this, there was a register of the data instruments showing the ones that have been sent and the ones received. The drop and pick later technique was deployed to administer questionnaire. As noted by Cooper and Schindler (2006), this method increases the response rates when collecting data using questionnaires.

### **3.9 Data Analysis and Presentation**

Data analysis reduces collected information to a manageable size. It also involves the development of summaries, use of, use of statistical methods and pinpointing patterns. This study used SPSS version 21 for quantitative data analysis. Quantitative data was analyzed with assistance of inferential and descriptive statistics. Mean, frequency, percentages as well as standard deviation were employed as the descriptive methods of analysis. Figures and tables were employed to display the findings. Qualitative data was then analyzed with the help of content analysis. Findings were given in narrative form. Further, the researcher used correlation analysis and multiple regression analysis to determine existing association between dependent and independent variables.

Regression model was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y is dependent variable, performance of Kenya Airports Authority

$\beta_1$ - $\beta_4$  = Regression coefficients

$\beta_0$  = regression intercept the value of Y when X values are zero.

$X_1$  = Idealized influence

$X_2$  = Individualized consideration

$X_3$  = Intellectual stimulation

$X_4$  = Inspirational motivation

$\epsilon$  = Error term

### **3.10 Ethical Consideration**

The researcher considered ethical issues so as to enhance credibility of the research. Firstly, researcher acknowledged ideals borrowed from diverse scholars and academicians to avoid plagiarism. Secondly, questionnaires were distributed to respondents who volunteered to take part in the research and people who did not have the intent to participate in the research were not forced to do so. Thirdly, the respondents were requested not to specify their names in questionnaires to ensure anonymity of the participants. The researcher then ensured confidentiality of any piece of information that the respondents provided by ensuring only authorized individuals accessed information. Finally, the researcher acquired research permit from relevant authorities such as NACOSTI, Kenyatta University as well as Kenya Airport Authority.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Introduction

This chapter encompassed data analysis, interpretation, presentation and discussion of the results in relation to study's objective. General objective of the study was to assess on the effect of transformation leadership on organizational performance in aviation industry with a specific attention on the Authority. Specifically, the study examined how intellectual stimulation, idealized influence, individualized consideration and inspirational motivation influences organizational performance in Kenya Airports Authority. Figures and tables were employed to display the findings.

### 4.2 Response Rate

The study's sample size was 84 staffs in 9 departments of Kenya Airports Authority. Table 4.1 shows the responses.

**Table 4.1: Questionnaire's Response Rate**

<b>Departments</b>	<b>Sample Size</b>	<b>Responses</b>	<b>Percent</b>
Information and communication technology	6	5	83.33
Finance	7	6	85.71
Internal Audit	6	4	66.67
Project and engineering services	12	10	83.33
Marketing and Business Development	11	10	90.91
Human resource	6	6	100
Procurement	9	8	88.89
Operations and safety	22	21	95.45
Security	7	5	71.43
<b>Total</b>	<b>84</b>	<b>75</b>	<b>89.29</b>

Out of 84 questionnaires that the researcher distributed, 75 respondents filled and also returned their questionnaires, providing 89.29% response rate. Bryman (2003) suggest that 75% response rate is sufficient for analysis,

making conclusions and inferences on a population. Creswell (2006) suggests that 70% and above response rate is acceptable for analysis. This means that response rate (89.29%) was sufficient for analysis, drawing conclusions and also making recommendations.

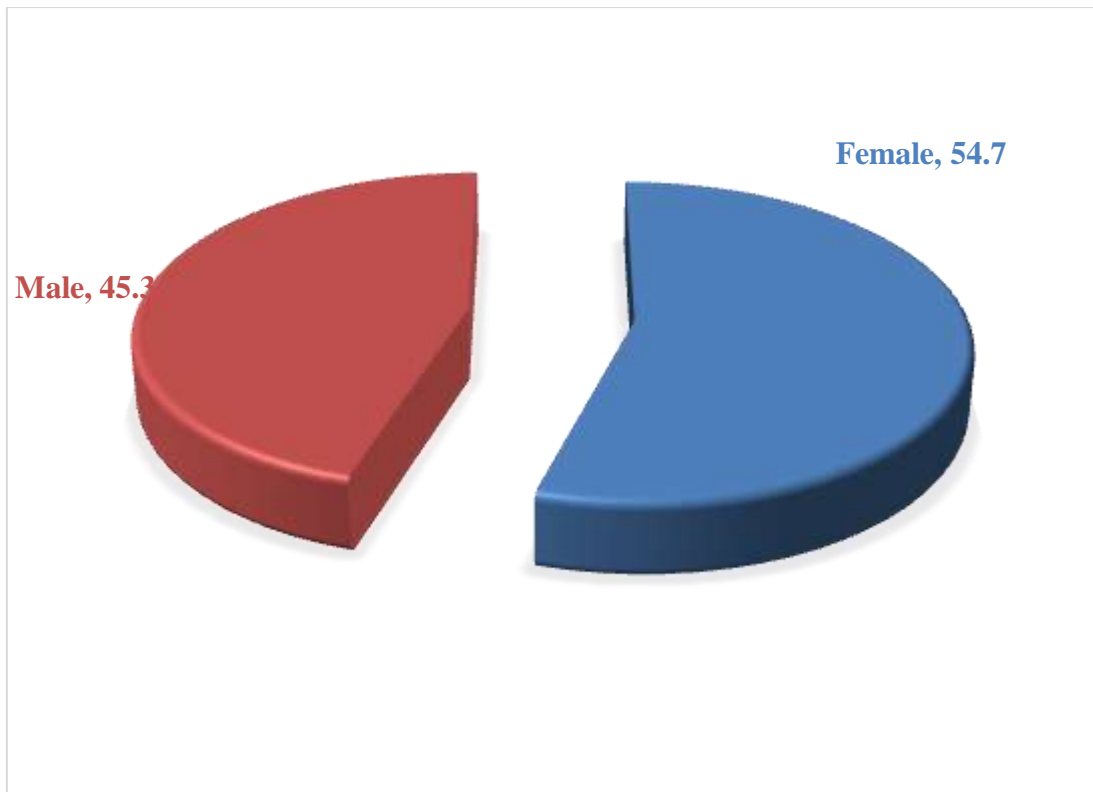
### **4.3 General Information**

The respondents' general information comprised of their age bracket, gender, highest academic level and the duration of working in the organization.

#### **4.3.1 Respondents' Gender**

Respondents were requested to specify their gender as part of general information.

The results are shown in Figure 4.1.

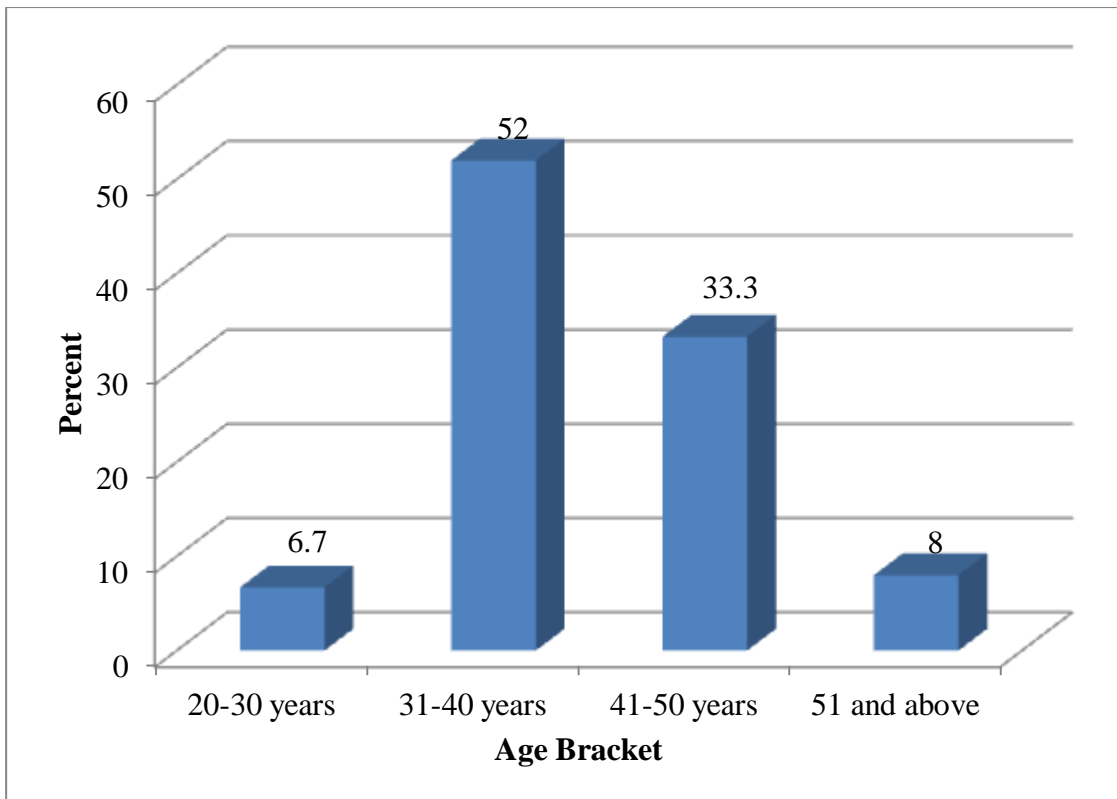


**Figure 4.1 Respondents' Gender**

From the results, 54.7% of the respondents specified that they were male whilst 45.3% were female. This implies that KAA have adhered to two-third gender rule as stipulated in the Kenyan Constitution (2010) despite the fact that most of the employees are male.

#### **4.3.2 Respondents' Age Bracket**

The respondents were requested to indicate their age bracket. The results were as depicted in Figure 4.2.

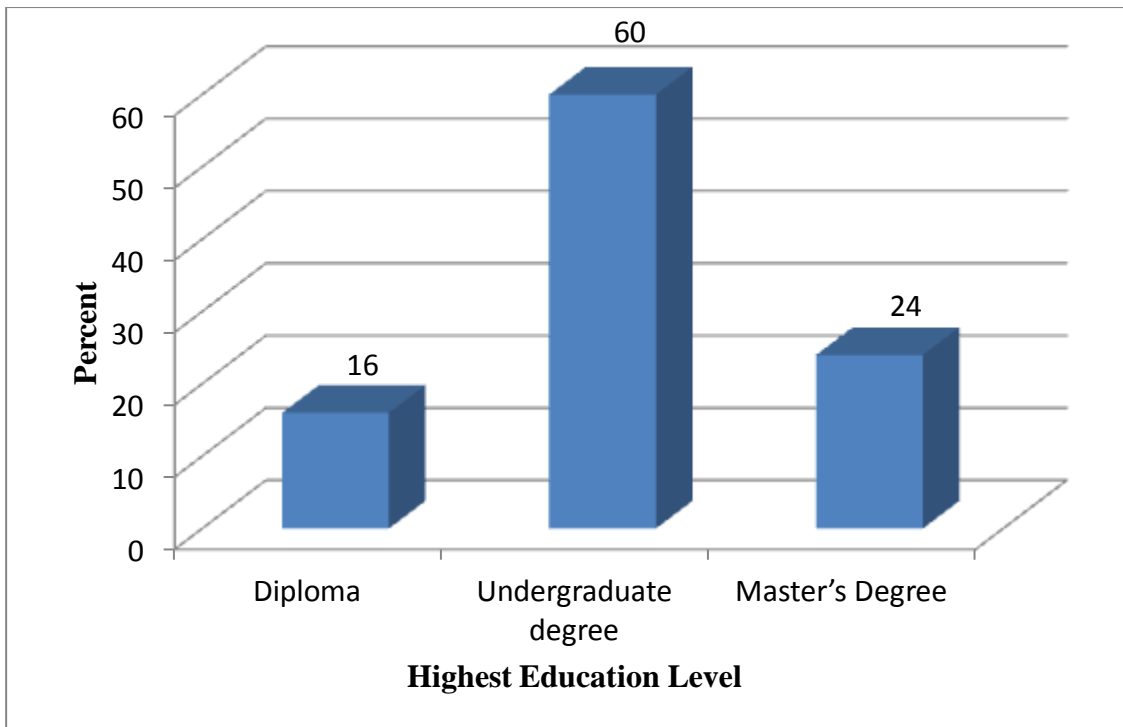


**Figure 4.2 Respondents' Age Bracket**

As shown in Figure, 4.2, 52% of the participants indicated they were aged between 31 and 40 years, 33.3% indicated between 41 and 50 years, 8% specified 51 years and above and 6.7% pointed out between 20 years and 30 years. This means that majority of the staffs working in Kenya Airports Authority had between 31 and 40 years of age.

#### **4.3.3 Highest Education Level**

The participants were further asked to specify their highest education level. The findings were as shown in Figure 4.3.

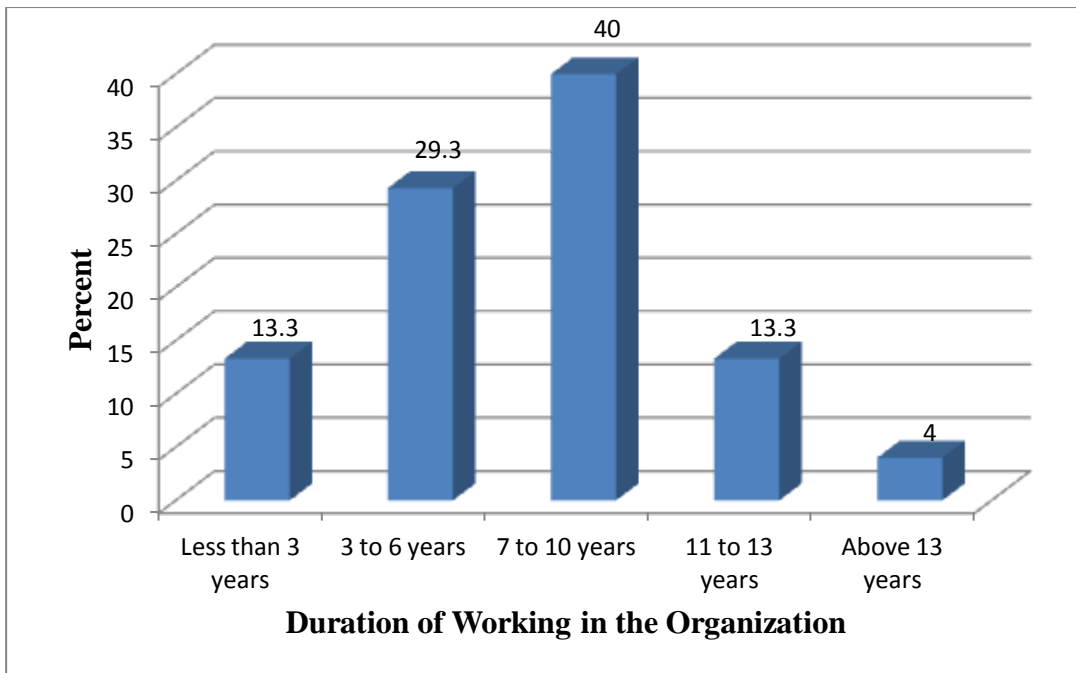


**Figure 4.3 Highest Level of Education**

The 60% of the participants indicated that they had undergraduate degree as their highest education level, 24% indicated master's degree and 16% specified diploma certificates. This implies that most of the staffs working in Kenya Airports Authority had relevant information regarding transformation leadership and organization performance.

#### **4.3.4 Duration of Working in the Organization**

The respondents were also asked to specify the duration in which they have been working in the organization. Results were depicted in Figure 4.4.



**Figure 4.4 Duration of Working in the Organization**

From the findings, 40% of the respondents indicated that they had been working in the organization for between 7 and 10 years, 29.3% specified for between 3 and 6 years, 13.3 pointed out for between 11 and 13 years, the same percent specified for below 3 years and 4% specified for more than 13 years. This implies that most of the staffs working in Kenya Airports Authority had more than 7 years of working experience hence they have adequate information on transformation leadership and performance in Kenya Airports Authority.

#### **4.4 Descriptive Statistics**

Descriptive statistics on inspirational motivation, idealized influence, individualized consideration, intellectual stimulation and organizational performance in Kenya Airports Authority is covered in this section. Quantitative data was acquired from closed questions and items which were measured by employing 5-point Likert scale, whereby 1 denotes strongly disagree, 2 denotes disagree, 3

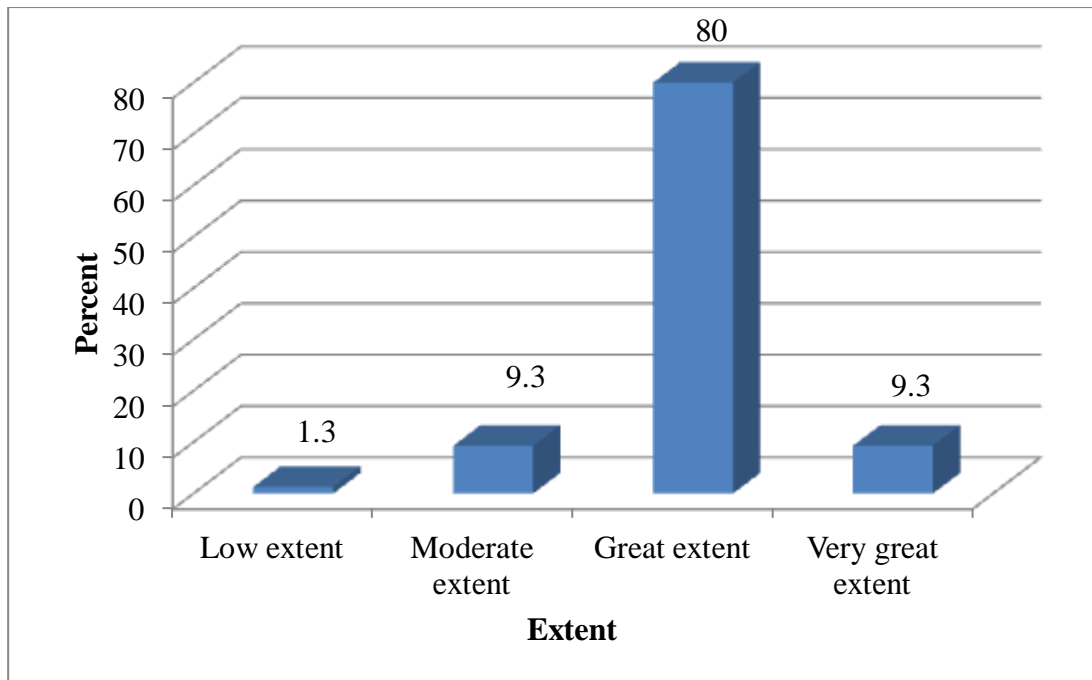
denotes moderately agree, 4 denotes agree and 5 denotes strongly agree. Greener (2008) argue that in five scale Likert questions, interpretation of arithmetic mean, strongly agree (SA) is between 4.5 and 5.0, agree (A) is between 3.5 and 4.5, moderately agree is between 2.5 and 3.5, disagree is between 1.5 and 2.5 while strongly disagree is between 1 and 2.5.

#### **4.4.1 Idealized Influence**

The first study's objective was to examine idealized influence and organizational performance in Kenya Airports Authority.

##### **4.4.1.1 Effect of idealized influence on Organizational Performance**

The respondents were requested to specify the extent to which idealized influence affect organizational performance. The study findings were as shown in Figure 4.5



**Figure 4.5 Extent of idealized influence Effect on Performance**

As per the study findings, 80% of the participants indicated that idealized influence affects the organizational performance in Kenya Airports Authority to great extent, 9.3% specified to very great extent, the same percent pointed out to moderate extent and 1.3 percent pointed out to low extent. This means that idealized influence affect the organizational performance in Kenya Airports Authority to great extent. The results agree with Karaca (2010) observation that idealized influence had significant effect on organizational performance.

#### **4.4.1.2 Idealized Influence and Performance of Kenya Airports Authority**

The participants were required to indicate how idealized influence affects the performance of Kenya Airports Authority. The respondents revealed that idealized Influence installs confidence and appreciation from the followers, encourage the followers to have common values, beliefs, and a common sense of the mission of the firm. Additionally, respondents indicated that idealized influence leads to the

suppression of antisocial responses like revenge and avoidance. In addition, leaders using idealized influence motivate their employees to respond to workplace mistreatment instances.

The respondents noted that individualized influence enhances the employee performance by encouraging pride among the followers, putting the interest of the firm first, having confidence and power, talking about their ideal beliefs and values and emphasizing collective mission. These findings are in line with Ngaithe, Aol and Lewa (2016) arguments that transformational leaders emphasize on the use of common beliefs and values, they also encourage their followers to encourage subordinates to work towards meeting the firms' mission collectively. Moreover, it encourages followers to persuade subordinates to work towards meeting the firms' mission collectively and install a sense of belonging to their followers. Followers who look up to the leader are ready to share their concerns with him and readily take up the challenge as their own. Further, leaders shows trust on employees, acts as a role model, portrays high ethical practices and encourages followers to take necessary risks.

The respondents indicated that idealized influence creates teamwork that helps in improving performance. It suppresses the individuals' ability in the firm to have independent minds and way of doing things. In addition, the respondents revealed that idealized influence makes leaders to exceed their self-gain for the wellbeing of the entire team. It promotes the communication of the firms' vision and goals and encourages personnel to strive towards a common goal by looking upto their leaders. Moreover, it generates trust and admiration and leaders in the organization show morals and principals that are ideal. These findings conform to Ogola and Sikalieh

(2017) arguments that if a leader shows trust on employees, acts as a role model, portrays high ethical practices and encourages followers to take necessary risks, employee performance will be improved.

#### **4.4.1.3 Aspects of Idealized Influence**

The participants were required to rate the extent to which they agree with various statements in regard to the idealized influence and the performance of their organization. The findings were presented in Table 4.2.

**Table 4.2 Idealized Influence**

	1	2	3	4	5	Mean	Std. Deviation
Leaders in our organization instill confidence amongst followers (staff)	0.00	0.00	2.7	46.7	50.7	4.480	0.554
Leaders in the organization show confidence and power	0.00	0.00	1.3	62.7	36.0	4.347	0.507
Leaders in the organization easily influence the followers	0.00	0.00	2.7	58.7	38.7	4.360	0.536
Our leaders make the followers feel comfortable	0.00	0.00	6.7	61.3	32.0	4.253	0.572
Leaders in our organization act as role models to their subordinates	0.00	0.00	2.7	53.3	44.0	4.413	0.548
Leaders in the organization show morals and principals that are ideal	0.00	0.00	4.0	65.3	30.7	4.267	0.528
Our leaders install a sense of belonging to their followers	0.00	2.7	8.0	54.7	34.7	4.213	0.703
Leaders are able to use self-control	0.00	1.3	4.0	60.0	34.7	4.280	0.605
Leaders in the firm put the interest of the firm first	0.00	0.00	6.7	60.0	33.3	4.267	0.577
Leaders in the organization delay their gratification which leads to respect and trust from their subordinates	0.00	2.7	1.3	65.3	30.7	4.240	0.612
Leaders emphasize on collective mission	0.00	0.00	2.7	62.7	34.7	4.320	0.524
Our leaders emphasize on the use of common beliefs and values	0.00	0.00	6.7	61.3	32.0	4.253	0.572
Our leaders emphasize on trustworthiness, reliability and honesty	0.00	1.3	2.7	49.3	46.7	4.413	0.617
Leaders in the organization always stand with the truth even when it is not appealing	0.00	0.00	9.3	65.3	25.3	4.160	0.570
Our leaders emphasize on accountability and transparency among staff	0.00	0.00	4.0	52.0	44.0	4.400	0.569
Leaders influence their subordinates encouraged their followers to have common beliefs and values	0.00	0.00	8.0	58.7	33.3	4.253	0.595

As indicated in Table 4.2, respondents agreed with mean of 4.480 (SD=0.554) that the leaders in the organization instill confidence amongst followers (staff). Additionally, they agreed with mean of 4.360 (SD=0.536) that leaders in the firm easily influence the followers. The participants further agreed with mean of 4.347 (SD=0.507) that leaders in the organization show confidence and power. These findings concur with Nguyen and Nguyen (2015) discoveries that individualized influence in the form of charismatic or encouraging pride among the followers, putting the interest of the firm first, having confidence and power, talking about their ideal beliefs and values and emphasizing collective mission influence employee performance. Moreover, with mean of 4.253 (SD=0.572), the respondents agreed that leaders make the followers feel comfortable.

With mean of 4.413 (SD=0.548), the respondents agreed that leaders within the organization act as role models to their subordinates. Moreover, with mean of 4.280 (SD=0.605), respondents agreed that leaders are able to use self-control. Additionally, they agreed also that leaders within the organization show morals and principals that are ideal. This is evidenced by mean of 4.267 (SD=0.528). Furthermore, respondents agreed that leaders act as role models to their subordinates as shown by mean of 4.413 (SD=0.548). These findings are in line with Ogola and Sikalieh (2017) arguments that if a leader shows trust on employees, acts as a role model, portrays high ethical practices and encourages followers to take necessary risks, employee performance will be improved.

Respondents agreed with mean of 4.320 (SD=0.524), that leaders emphasize on collective mission. Moreover, they agreed with mean of 4.267 (SD=0.577) that leaders in the firm put the interest of the firm first. Furthermore, they agreed with

mean of 4.253, SD=0.572) that leaders emphasize on the use of common beliefs and values. These findings conform to Karaca (2010) discoveries that transformational managers who are able to influence their subordinates encouraged their followers to have common values and beliefs, encouraged their followers to have a common sense of the mission of the firm in USA. The respondents agreed with mean of 4.240 (SD=0.612) that leaders within the organization delay their gratification which leads to respect and trust from their subordinates.

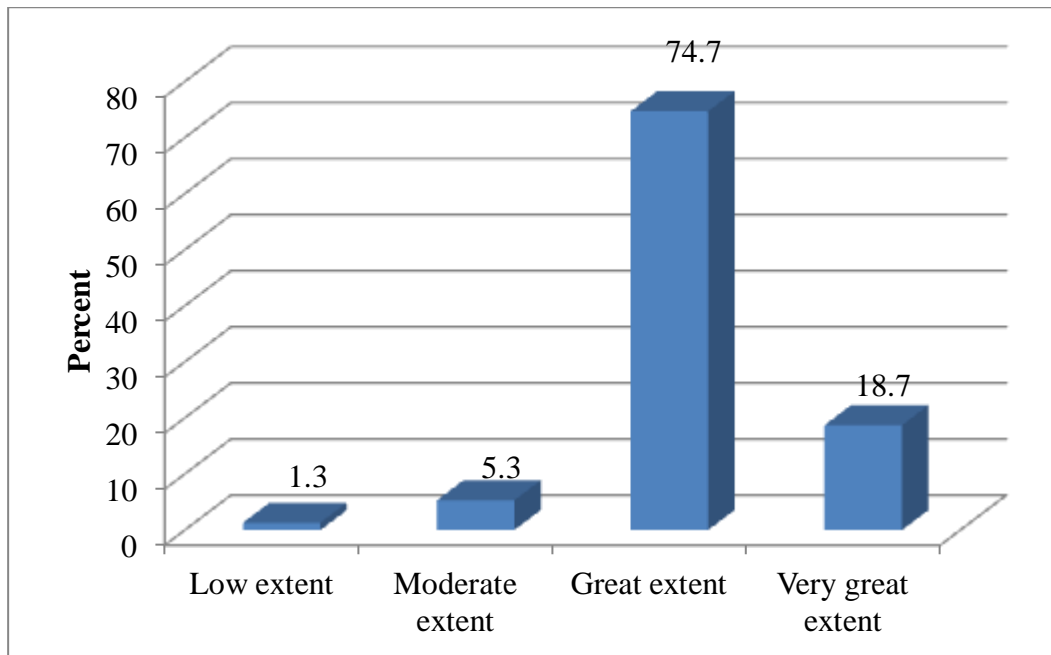
With mean of 4.413 (SD=0.617), respondents agreed that leaders emphasize on trustworthiness, reliability and honesty. Moreover, as shown by a mean of 4.400 (SD=0.569), the respondents agreed that leaders emphasize on accountability and transparency among staff. In addition, they agreed that leaders influence their subordinates and encouraged their followers to have common beliefs and values. This is indicated by mean of 4.253 (SD=0.595). These findings conform to Karaca (2010) arguments that transformational managers who are able to influence their subordinates encouraged their followers to have common values and beliefs, encouraged their followers to have a common sense of the mission of the firm. Furthermore, respondents agreed that leaders always stand with the truth even when it is not appealing. This is shown by a mean of 4.160 (SD=0.570).

#### **4.4.2 Individualized Consideration**

The second objective was to examine the relationship between inspirational motivation and organizational performance in Kenya Airports Authority.

#### 4.4.2.1 Extent of Individualized Consideration Effect on Performance

The participants were required to specify the degree to which individualized consideration affect performance of Kenya Airports Authority. The findings were presented in Figure 4.6.



**Figure 4.6: Extent of Individualized Consideration Effect on Performance**

According to the findings, 74.7 percent of the participants revealed that individualized consideration influences the Kenya Airports Authority performance to great extent, 18.7% specified to very great extent, 5.3% indicated to moderate extent and 1.3 % specified to low extent. This implies that individualized consideration influences performance of Kenya Airports Authority to a great extent.

#### **4.4.2.2 Individualized Consideration and Performance of Kenya Airports Authority**

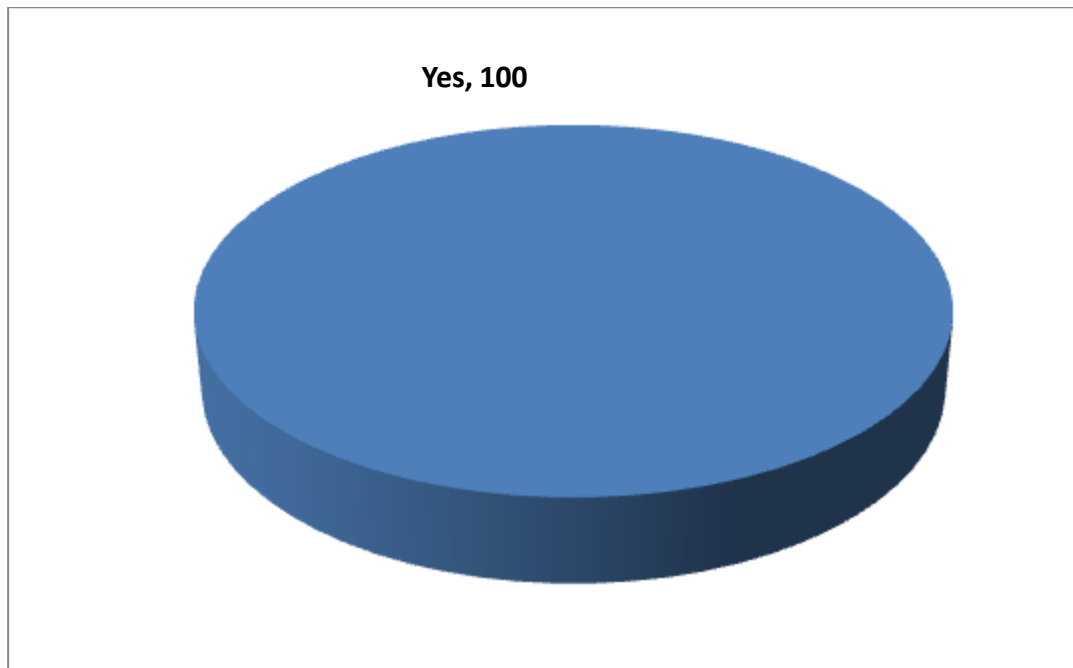
Respondents were requested to specify how individualized consideration affects performance of Kenya Airports Authority. The respondents revealed that leaders with individualized consideration ask their followers for their opinions before giving them advice. Moreover, such leaders listen to and support their people and are always willing to be questioned and corrected. This fosters their cognitive growth even more. Additionally, they ensure that the problems that trouble their followers are properly addressed, which helps them gain the respect of their followers. The respondents indicated that individualized consideration inspires the followers, enhances quality decision making and increases clarity on the followers' role. Moreover, the respondents revealed that it promotes upward communication and perceived workload, develops a trusting relationship between the leaders and employees and creates a sense of belonging which increases employees morale to play their roles effectively.

The respondents indicated that leaders take on the duty of imparting knowledge to their followers, assisting them in putting important issues into practice. In addition, individualized consideration is effective in the achievement of job satisfaction. The happier workers ultimately lead to happier customers when they feel fulfillment in their profession. These findings are in line with Kalkavan and Katrinli (2014) arguments that employee satisfaction not only increases yield but also results in higher-quality products or services. The individualized consideration ensures that subordinates unique needs are addressed individually, enhances subordinates confidence and hence promotes performance.

#### 4.4.2.3 Leadership Use of Individualized Consideration

The participants were required to specify whether leadership make use of individualized consideration when dealing with staff in other levels of management.

The results were presented in Figure 4.7



**Figure 4.7: Leadership Use of Individualized Consideration**

From the findings, 100% of the respondents disclosed that leadership make use of individualized consideration when dealing with staff in other levels of management.

The results concur with Okechukwu and Godday (2015) observation that individualized consideration when dealing with different levels of management has an influence on motivation of employees and hence their performance.

#### 4.4.2.4 Aspects of Individual Consideration

The participants were asked to rate their degree of agreement with diverse statements pertaining to individual consideration and performance of Kenya Airports Authority.

Table 4.3 summarizes the findings.

**Table 4.3 Individual Consideration**

	1	2	3	4	5	Mean	Std. Deviation
Leaders in the organization act as advisors, mentors and coaches to the followers	0.00	4.0	2.7	54.7	38.7	4.280	0.708
Our organization has a coaching program that seeks to improve personal skills of employees	0.00	1.3	5.3	49.3	44.0	4.360	0.650
Our organization's leaders mentor junior staff so as to enhance their professional as well as personal growth	0.00	0.00	5.3	50.7	44.0	4.387	0.590
Leaders ensure that training programmes are aligned with staff training needs	0.00	0.00	8.0	58.7	33.3	4.253	0.595
Leaders in our organization provide scholarships to employees	0.00	12.0	28.0	34.7	25.3	3.733	0.977
Employees are allowed to further their studies	0.00	8.0	21.3	50.7	20.0	3.827	0.844
Leaders acknowledge the concerns and needs of followers, however small they may seem to be	0.00	1.3	8.0	65.3	25.3	4.147	0.608
Our organization's leaders are always keen to understand the followers' perceptions	0.00	5.3	5.3	60.0	29.3	4.133	0.741
Leaders in our organization consider and seek to address the needs of the employees (followers)	0.00	2.7	6.7	68.0	22.7	4.107	0.628
Our organization's leaders always support a flexible work schedule	0.00	1.3	2.7	60.0	36.0	4.307	0.592
Our leaders trust their followers to do their work	0.00	2.7	5.3	66.7	25.3	4.147	0.630
Our leaders provide the required tools to reach expected goals	0.00	1.3	2.7	68.0	28.0	4.227	0.559

With mean of 4.387 (SD=0.590), respondents agreed that organization's leaders' mentor junior staff so as to enhance their professional as well as personal growth. In

addition, they agreed that the organization has a coaching program that seeks to enhance personal skills of employees as shown by mean of 4.360 (SD=0.650). Furthermore, respondents agreed that leaders in the organization act as advisors, mentors and coaches to the followers. This is indicated by mean of 4.280 (SD=0.708). These findings conform to Abasilim (2014) arguments that coaching and mentoring programs influence employee performance.

The participants agreed with mean of 4.253 (SD=0.595) that leaders ensure that training programmes are aligned with staff training needs. These findings concur with Erkutlu (2008) arguments that ensuring training programmes are aligned with staff training needs, assists the people in realizing their potential. They further agreed that employees are allowed to further their studies. This is shown by mean of 3.827 (SD=0.844). Furthermore, respondents agreed with mean of 3.733 (SD=0.977) that leaders provide scholarships to employees.

The respondents further agreed with mean of 4.147 (SD=0.608) that leaders acknowledge the concerns and needs of followers, however small they may seem to be. In addition, they agreed that the organization's leaders are always keen to understand the followers' perceptions. The respondents also agreed with mean of 4.107 (SD=0.628) that leaders in the organization consider and seek to address the needs of the employees (followers). The results conform to Kalkavan and Katrinli (2014) discoveries that some people are driven by the enjoyment of being a part of an organization. Therefore, it is the leaders' responsibility to recognize all their employees' needs and demands and to ensure that they have been met as effectively as possible

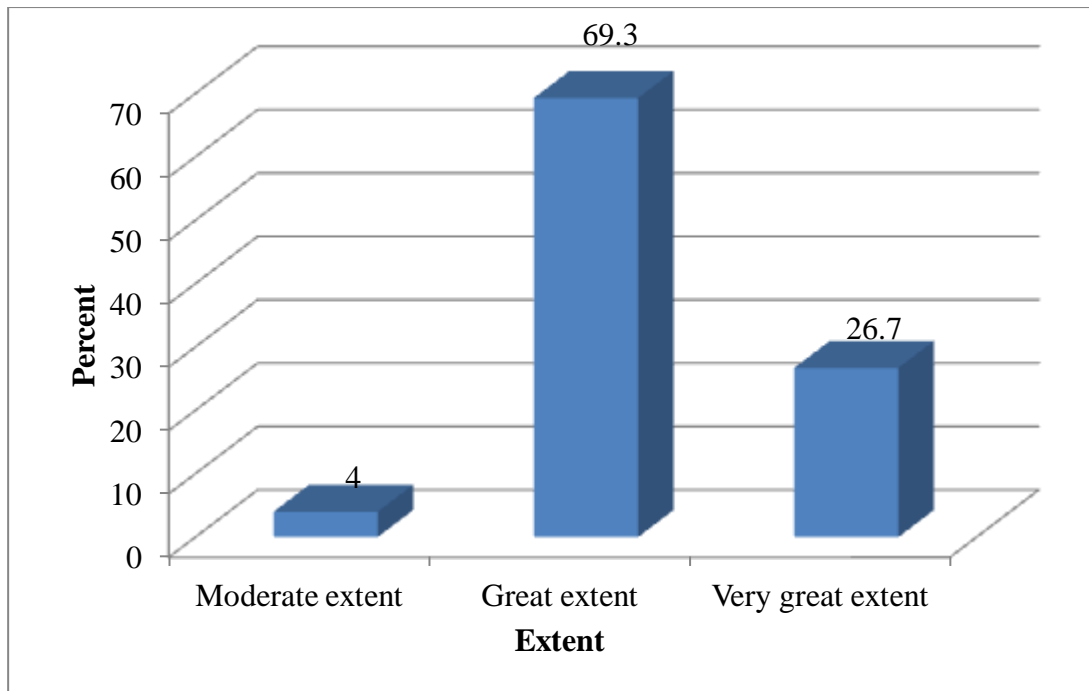
With mean of 4.307 (SD=0.592), respondents agreed that organization's leaders always support a flexible work schedule. These findings conform to Okechukwu and Godday (2015) discoveries that flexible work schedule enhance retention, attract top talent, enhance diversity, increase productivity and improve employee engagement and morale. In addition, they agreed that the leaders provide the required tools to reach expected goals as shown by a mean of 4.227 (SD=0.559). The respondents further agreed with a mean of 4.147 (SD=0.630) that leaders trust their followers to do their work.

#### **4.4.3 Intellectual Stimulation**

Third objective was to examine influence of intellectual stimulation on organizational performance in Kenya Airports Authority.

##### **4.4.3.1 Effect of Intellectual Stimulation on Organizational Performance**

The respondents were required to specify the extent to which leaders stimulate the followers or subordinates' imagination and intellect. The study findings were as displayed in Figure 4.8.



**Figure 4.8 Extent of Intellectual Stimulation Effect on Performance**

According to the study findings, 69.3% of the respondents indicated that leaders stimulate the followers or subordinates' imagination and intellect to great extent, 26.7% indicated to very great extent and 4% specified to moderate extent. This denotes that leaders stimulate the followers or subordinates' imagination and intellect to great extent. These findings conform to Namiyingo and Mwesigwa (2014) argument that intellectual stimulation affected employees' performance in Ugandan commercial banks.

#### **4.4.3.2 Intellectual Stimulation and Organization Performance**

The respondents were requested to specify how intellectual stimulation affect their organization performance. The respondents indicated that intellectual stimulation push individuals to think critically. Employees can explore the unknown more and thereby unlock unexpected potential with such encouragement. In addition, they noted

that intellectual stimulation encourages workers to increase their contribution to the firm and pushes staff members to be more ambitious and to set greater goals.

The respondents revealed that intellectual stimulation encourages innovation, which breeds innovative brains. These findings concur with Ogbomoso and Ojokuku (2014) arguments that innovation has favorable impact on organization's performance. In the same way, coming up with new ideas opens the door to better structure and operational methods. As a result, production is more effective and simple. Moreover, it encourages high devotion among the workforce, increases their morale, employees are happier, and as a result, they perform at their best on an individual level. The respondents further revealed that intellectual stimulation creates a favorable environment for creativity and problem solving. This causes the workers to identify with the company, leading them to desire to have positive impact on its output. Additionally, it creates greater cooperation and coherence within the organizational hierarchy.

Intellectual stimulation encourage the provision of suggestions and information among employees that encourage productivity and overall organizational growth. Further, it creates a sense of belonging which basically transforms to more responsible behavior and trust. Additionally, respondents disclosed that intellectual stimulation lowers cost of learning an organization. This is because less human work is necessary because only little supervision is needed. Also, an increase in the organization performance is noted.

#### 4.4.3.3 Intellectual Stimulation and organization performance

The participants were required to indicate the degree to which they agree with different statements pertaining to intellectual stimulation and the performance of Kenya Airports Authority. Table 4.4 summarizes the study findings.

**Table 4.4 Intellectual Stimulation**

	1	2	3	4	5	Mean	Std. Deviation
Our organization's leaders always encourage creativity and imagination among the staff	0.00	2.7	2.7	36.0	58.7	4.507	0.685
Our organization's leaders always appreciate innovation and creativity	0.00	0.00	5.3	66.7	28.0	4.227	0.535
The organization has a supportive employees' supervision that seek to enhance innovation and creativity	0.00	0.00	4.0	53.3	42.7	4.387	0.567
Our organization makes a provision for creativity-relevant activities	0.00	1.3	8.0	62.7	28.0	4.173	0.623
Organizations' employees are most of the times involved in decision making	0.00	4.0	16.0	46.7	33.3	4.093	0.808
There are suggestion boxes in the organization for employees to give their give their views and opinions	0.00	0.00	4.0	56.0	40.0	4.360	0.561
Our organization regularly conducts employee surveys to gather their opinions and views	0.00	0.00	8.0	68.0	24.0	4.160	0.546
Organizations' employees are most of the times involved in problem solving	0.00	2.7	14.7	52.0	30.7	4.107	0.746
Leaders provide information to the followers on various problems	0.00	1.3	9.3	60.0	29.3	4.173	0.645
Followers are given a chance to give their views in relation to specific problems.	0.00	0.00	8.0	61.3	30.7	4.227	0.583
Leaders in our organization support critical thinking	0.00	0.00	5.3	62.7	32.0	4.267	0.553
Employees are encouraged to use different ways in solving problems	0.00	1.3	4.0	65.3	29.3	4.227	0.583

With mean of 4.507 (SD=0.685), respondents agreed that organization's leaders always encourage creativity and imagination among the staff. Furthermore,

respondents agreed that the organization has supportive employees' supervision that seek to enhance innovation and creativity as indicated by mean of 4.387 (SD=0.567). They also agreed with mean of 4.227 (SD=0.535) that the organization's leaders always appreciate innovation and creativity. The respondents further agreed that the organization makes a provision for creativity-relevant activities. This is indicated by a mean of 4.173 (SD=0.623). The results concur with Namiyingo and Mwesigwa (2014) discoveries that creativity inspires employees to develop innovative ways to carry out their activities, which helps to save time and reduce losses.

With mean of 4.360 (SD=0.561), respondents agreed that there are suggestion boxes for employees to give their views and opinions. Moreover, the respondents agreed that the organization regularly conducts employee surveys to gather their opinions and views as shown by mean of 4.160 (SD=0.546). The respondents also agreed with mean of 4.107 (SD=0.746) that organizations' employees are most of the times involved in problem solving. They also agreed that organizations' employees are most of the times involved in decision making. This is indicated by mean of 4.093 (SD=0.808). These findings conform to Quagraine (2010) discoveries that when employees participate in decision-making, there is greater cooperation and coherence within the organizational hierarchy. In addition, these findings concur with Ojokuku and Ogbomoso (2014) arguments that taking part in the organization's decision-making is crucial because it encourages high devotion among the workforce, increases their morale, they are happier, and as a result, they perform at their best on an individual level.

The respondents further agreed with mean of 4.267 (SD=0.553) that leaders supports critical thinking. Furthermore, they agreed that employees are encouraged to use

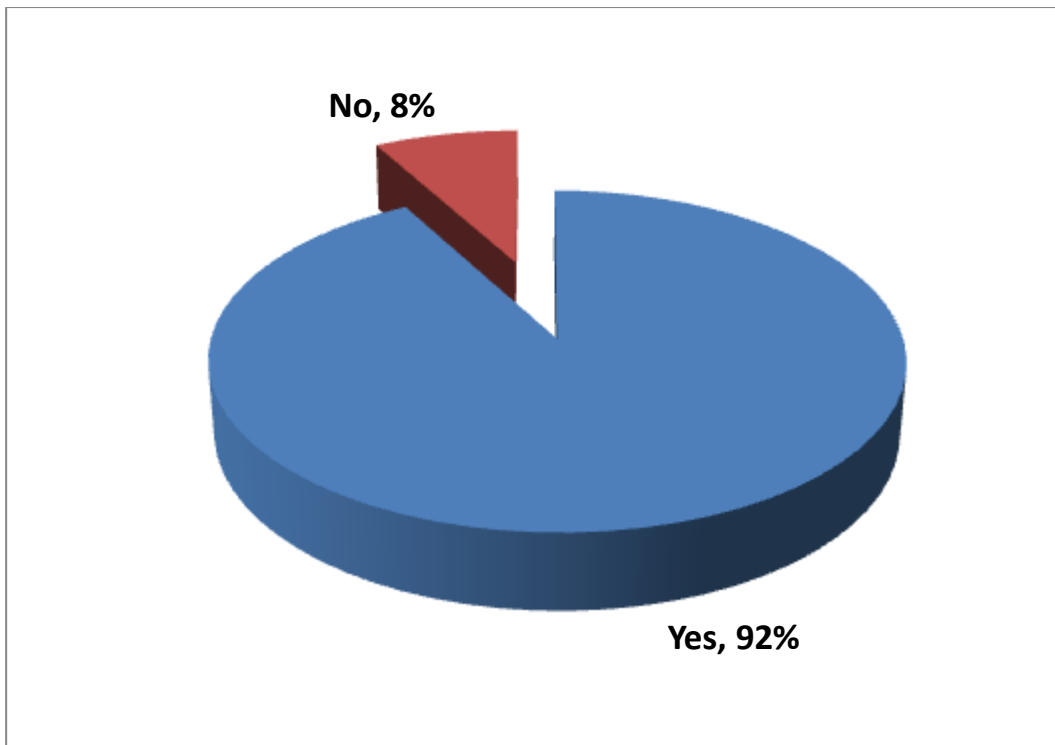
different ways in solving problems as indicated by mean of 4.227 (SD=0.583). These findings conform to Abbasi and Zamani-Miandashti (2013) discoveries that problem solving can be a fairly difficult task that calls for cognitive and mental awareness and specialized knowledge. Furthermore, they agreed that followers are given a chance to give their views in relation to specific problems. This is shown by mean of 4.227 (SD=0.583). With mean of 4.173 (SD=0.645), the respondents agreed that leaders provide information to the followers on various problems.

#### **4.4.4 Inspirational Motivation and Organization Performance**

The fourth objective was to assess influence of individualized consideration on organizational performance in Kenya Airports Authority.

##### **4.4.4.1 Effect of inspirational motivation on Organizational Performance**

The participants were required to specify whether inspirational motivation affect the performance of Kenya Airports Authority. The findings were as shown in Figure 4.9



**Figure 4.9 Inspirational Motivation Effect on Performance**

From the findings, 92% of the respondents disclosed that inspirational motivation influences organizational performance while 8% of respondents revealed that inspirational motivation does not influence organizational performance in Kenya Airport Authorities. This implies that inspirational motivation influences the organizational performance of Kenya Airports Authority. This is in line with Emeka, Amaka and Ejim (2015) argument that employee motivation has an effect on manufacturing firms' organizational performance.

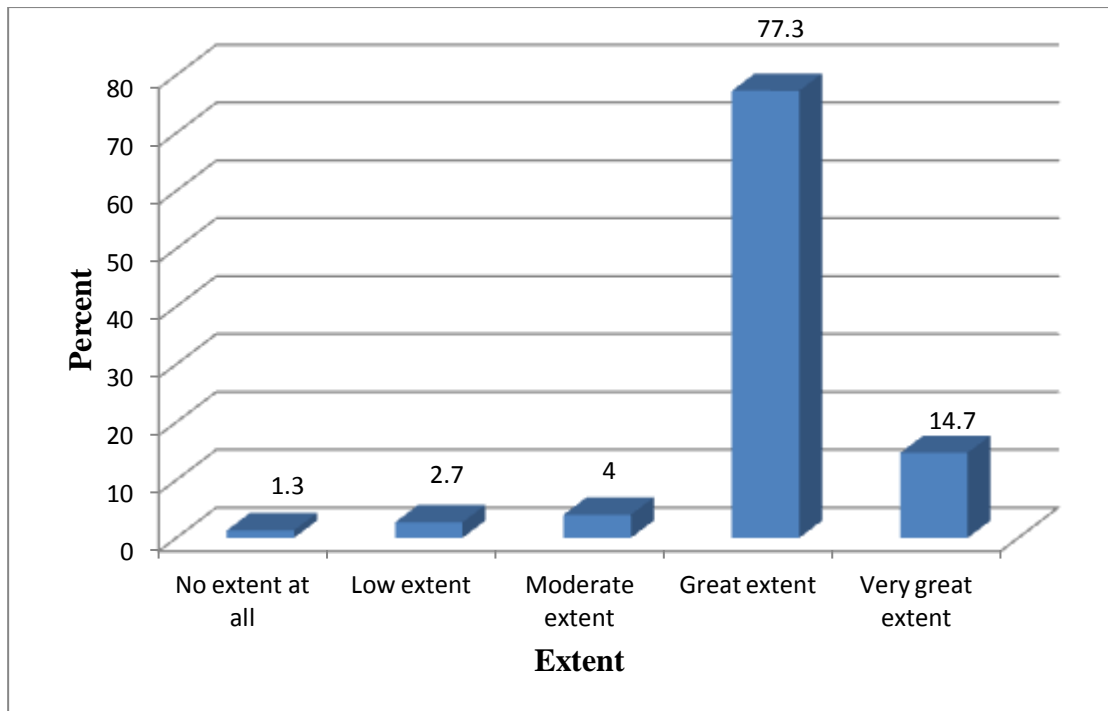
The respondents who indicated that inspirational motivation influences the performance of Kenya Airports Authority were requested to explain their answer. The respondents indicated that inspirational motivation builds self-confidence of the employees in performing their duties, motivates employees to work hard and perform well and enhances performance. The respondents revealed that inspirational

motivation leads to the accomplishment of objectives and goals, team building support and enabling employees to find meaning in their day-to-day activities. It also increases the employees' morale to do their tasks. These findings conform to Udoh and Agu (2012) arguments that when management and staff have a better working connection, management will take into account emotional needs of the workforce, motivating them to perform better for the benefit of the business. The respondents further noted that benefits and allowances improve productivity of employees.

Inspirational motivation encourages the followers to have a collaborative attitude, which makes them enthusiastic and excited when outlining their company's aims. Moreover, it inspires people to put greater effort in their work which enables workforce to put more effort to accomplish their personal aspirations and aims of the organization. Employees' sense of belonging increases through incentive packages offered to them. The respondents indicated that the leaders develop and communicated the vision in appropriate way to the followers. Moreover, followers then comprehend the vision as well as develop strategies to help the organization realize its objective. In addition, inspirational motivation arouses the thoughts and imaginations of employees thus easing their ability to identify and solve issues. These findings conform to Namiyingo and Mwesigwa (2014) findings that creativity inspires employees to develop innovative ways to carry out their activities, which helps to save time and reduce losses.

#### **4.4.4.2 The extent to which Inspirational Motivation Affects Performance**

The respondents were required to indicate the extent to which inspirational motivation affect the performance of the organization. The findings were given in Figure 4.10.



**Figure 4.10 Inspirational Motivation Effect on Performance**

From study findings, 77.3% of the participants disclosed that inspirational motivation affect performance to great extent, 14.7% specified to very great extent, 4% specified to moderate extent, 2.7% specified to low extent and 1.3% pointed out to no extent at all. This implies that inspirational motivation affect performance to great extent. These findings conform to Oluyinka and Hashim (2012) discoveries that worker motivation has an effect on organizational performance in international companies.

#### **4.4.4.3 Inspirational Motivation**

The respondents were also required to specify the degree to which they agree with diverse statements in regard to inspirational motivation and the performance of Kenya Airports Authority. The findings were as shown in Table 4.5.

**Table 4.5 Inspirational Motivation**

						<b>Mean</b>	<b>Std. Deviation</b>
Our leaders portray optimism in relation to the future	0.00	4.0	2.7	34.7	58.7	4.480	0.742
Our leaders are solution focused and not problem focused	0.00	0.00	5.3	65.3	29.3	4.240	0.541
Our leaders are not afraid of failures	0.00	24.0	12.0	44.0	20.0	3.600	1.065
Our leaders are future oriented	0.00	2.7	4.0	60.0	33.3	4.240	0.654
Our leaders always show commitment to the set goals and objectives in the organization	0.00	1.3	6.7	62.7	29.3	4.200	0.615
Leaders in our organization articulate clearly the organizations' vision	0.00	1.3	1.3	58.7	38.7	4.347	0.581
Leaders in our organization align organizational and individual goals	0.00	1.3	2.7	62.7	33.3	4.280	0.583
The leaders have articulated the vision and goals the clearly	0.00	1.3	2.7	50.7	45.3	4.400	0.615
Leaders in the organization always ensure that there is team spirit among the staff	0.00	0.00	2.7	62.7	34.7	4.320	0.524
The staffs are encouraged to embrace team work.	0.00	2.7	2.7	46.7	48.0	4.400	0.678
Teams in our organization are cohesive and give individuals a feeling of belonging	0.00	1.3	2.7	60.0	36.0	4.307	0.592
Our organization regularly holds team building activities like games and dinners	0.00	0.00	5.3	73.3	21.3	4.160	0.494
There are incentive programs to motivate the staff	0.00	2.7	5.3	52.0	40.0	4.293	0.693
There are incentive programs to motivate the staff	0.00	2.7	1.3	54.7	41.3	4.347	0.647
There are incentive programs to motivate the staff	0.00	0.00	2.7	65.3	32.0	4.293	0.514

As indicated in Table 4.5, the respondents agreed with mean of 4.480 (SD=0.742) that the leaders portray optimism in relation to the future. Furthermore, they agreed that the leaders are future oriented. This is shown by mean of 4.240 (SD=0.654). These findings conform to Sahin et al. (2014) findings that practicing future-mindedness opens up space for imaginative, opportunity-oriented thinking, and that future-minded leaders create proper environment for innovative teams to thrive. Furthermore, they

agreed with mean of 4.240 (SD=0.541), that leaders are solution focused and not problem focused. The respondents further agreed with a mean of 3.600 (SD=1.065) that leaders are not afraid of failures.

With mean of 4.400 (SD=0.615), the respondents agreed that leaders have articulated vision and goals clearly. Moreover, they also agreed with mean of 4.347 (SD=0.581) that the leaders in the organization articulate clearly the organizations' vision. Furthermore, the respondents agreed with mean of 4.280 (SD=0.583) that leaders in the organization align organizational and individual goals. The results conform to Li et al. (2016), arguments that linking organizational aims to personal ambitions encourages employees to accomplish organization goals in order to accomplish individual goals. The respondents further agreed with mean of 4.200 (SD=0.615) that leaders always show commitment to the set goals and objectives in the organization.

With mean of 4.400 (SD=0.678), the participants agreed that staffs are encouraged to embrace team work. Furthermore, they agreed with mean of 4.320 (SD=0.524) that leaders in the organization always ensure that there is team spirit among the staff. The respondents also agreed with mean of 4.307 (SD=0.592) that teams in the organization are cohesive and give individuals a feeling of belonging. Additionally, they agreed with mean of 4.160 (SD=0.494) that the organization regularly holds team building activities like games and dinners. The respondents agreed with mean of 4.347 (SD=0.647) that there are incentive programs to motivate the staff. These findings conform to Li *et al.* (2016) arguments that employees are motivated by incentive packages offered to them. This is because they sense that their efforts are valued and that they are cared for.

#### **4.4.4.4 Inspirational Motivation and Performance of Kenya Airports Authority**

The respondents were asked to specify how inspirational motivation affects the performance of Kenya Airports Authority. The respondents revealed that the manager can exhibit confidence, when he or she is inspirationally motivated positively respond to the subordinates ideas and thoughts and even motivate others. Moreover, the leader develops a distinct vision from group's prospects and is dedicated to achieving goals established for the group. These findings are in line with Sahin *et al.* (2014) discoveries that eagerness, excitement, and capacity to define organizational goals and vision are other essential leadership qualities.

The respondents revealed that followers are allegedly urged by their leaders to have a collaborative attitude, which makes them enthusiastic and excited when outlining their company's aims. These findings conform to Zamani-Miandashti and Abbasi (2013) findings that followers of transformational leaders are inspired by inspirational appeal to do their best work in terms of cooperation, generosity, and good deeds. In addition, inspirational motivation encourages employees to accomplish organization goals in order to accomplish individual goals. Additionally, use of such encouraging words inspires individuals to put greater effort in their work which enables workforce to put more effort to accomplish their personal aspirations and aims of the organization.

The respondents noted that employees are motivated by incentive packages offered to them. This is because they sense that their efforts are valued and that they are cared for. These findings conform to Mutahar *et al.* (2015) arguments that motivating employees' makes them more productive, but more significantly, it demonstrates that

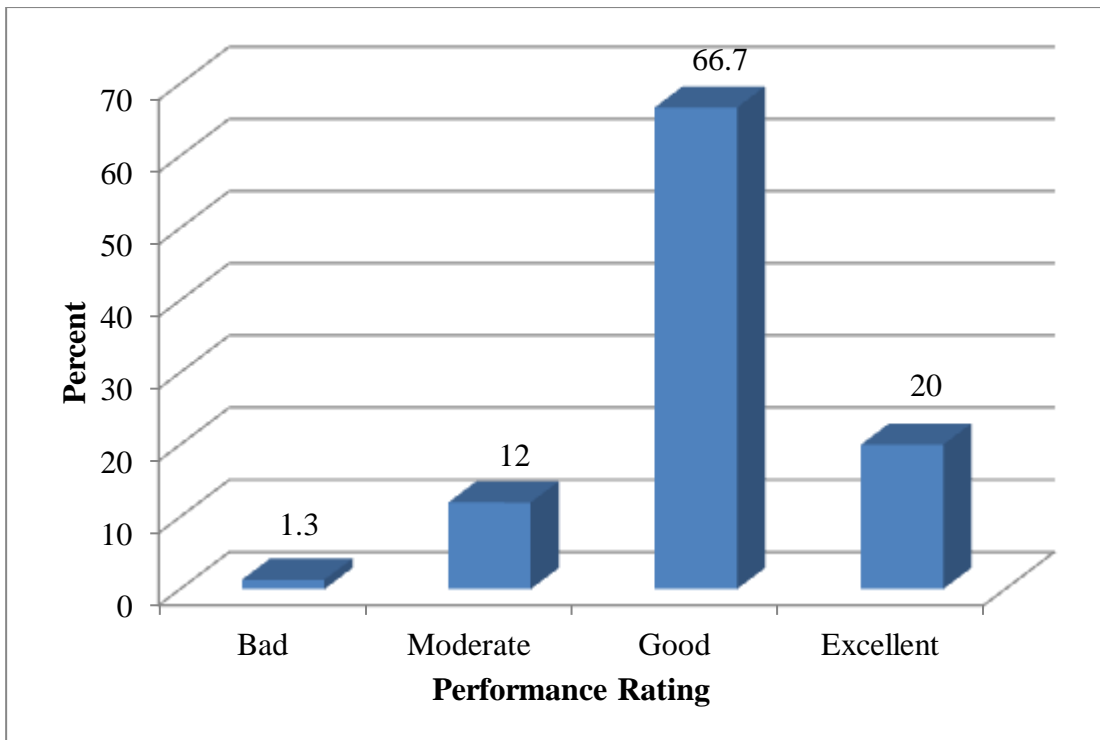
the company values them. Motivating employees makes them more productive, but more significantly, it demonstrates that the company values them. Inspirational motivation inspires people to try new things, take chances, and develop original ideas. The inspirational motivation leads to the accomplishment of objectives and goals, team building support and enabling employees to find meaning in their day-to-day activities. Moreover, it arouses the thoughts and imaginations of employees thus easing their ability to identify and solve issues. Motivate staff to be innovative and creative and increases the follower confidence and trust.

#### **4.4.5 Organization Performance**

The Organization Performance of Kenya Airports Authority was the dependent variable in this study. Customer satisfaction, efficiency in service delivery and learning and growth were the measures of organization performance.

##### **4.4.5.1 Rating of Kenya Airports Authority performance**

The respondents were required to rate the performance of Kenya Airports Authority for the past five years. The results were as shown in Figure 4.11.



**Figure 4.11: Rating of Kenya Airports Authority performance**

As per the findings, 66.7% of the participants specified that performance of Kenya Airports Authority for the last five years is good, 20% indicated it is excellent, 12% specified is moderate and 1.3% pointed out that it is bad. This implies that the performance of Kenya Airports Authority for the last five years is good. This is contrary to Auditor General's report (2016) that indicated a decrease in the performance of Kenya Airports Authority.

#### **4.4.5.2 Measures of Organization Performance**

The respondents were asked to indicate the extent to which they agree with the various statements in relation to the performance of Kenya Airports Authority. The findings were displayed in Table 4.7.

**Table 4.6 Organization Performance**

	1	2	3	4	5	Mean	Std. Deviation
Customers are satisfied with services they receive in the organization	0.0	2.7	5.3	41.3	50.7	4.40	0.717
Customers are satisfied with timeliness in service delivery	0.0	0.0	8.0	62.7	29.3	4.21	0.576
Customers show satisfaction with cost of service delivery	0.0	1.3	13.3	58.7	26.7	4.10	0.670
The process in the service delivery is characterized by simplicity and clarity	0.0	0.0	5.3	56.0	38.7	4.33	0.577
Process backflows in the organization is low indicating quality work	0.0	2.7	18.7	54.7	24.0	4.00	0.735
There are low returned jobs for corrections	0.0	4.0	22.7	56.0	17.3	3.86	0.741
Delivery time within the organization is low	0.0	2.7	12.0	77.3	8.0	3.90	0.550
The waiting time in service delivery is low	0.0	2.7	13.3	58.7	25.3	4.06	0.704
There is adequate funding for training staff		1.3	4.0	81.3	13.3	4.06	0.475

From the study findings, the respondents agreed with mean of 4.400 (SD=0.717) that customers are satisfied with services they receive in the organization. Moreover, the respondents agreed with mean of 4.213 (SD=0.576) that customers are satisfied with timeliness in service delivery. Additionally, they agreed that the customers show satisfaction with cost-of-service delivery as shown by mean of 4.107 (SD=0.670). The respondents also agreed with mean of 4.333 (SD=0.577) that the process in the service delivery is characterized by simplicity and clarity. Moreover, they agreed that process backflows in the organization is low indicating quality work. This is shown by mean of 4.000 (SD=0.735). The respondents further agreed that there are low returned jobs for corrections, as shown by a mean of 3.867 (SD=0.741). The respondents agreed with a mean of 4.067 (SD=0.704) that waiting time in service delivery is low. They also agreed that there is adequate funding for training staff as

indicated by a mean of 4.067 (SD=0.475). In addition, they agreed with a mean of 3.907 (SD=0.550) that delivery time in the organization is low.

#### **4.5 Inferential Statistics**

This section encompasses inferential statistics including multivariate regression and correlation analysis used to examine the influence of inspirational motivation, idealized influence, individualized consideration and intellectual stimulation on organizational performance in Kenya Airports Authority.

##### **4.5.1 Correlation Analysis**

The Pearson product-moment correlation coefficient was deployed to assess strength of the relationship between the independent variables (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) and the dependent variable (organizational performance). The results are displayed in Table 4.8.

**Table 4.7 Correlation Coefficients**

		<b>Organization Performance</b>	<b>Idealize d influenc e</b>	<b>Individualize d Consideratio n</b>	<b>Intellectu al stimulat ion</b>	<b>Inspiratio n al motivatio n</b>
Organization Performance	Pearson Correlatio n Sig.(2- tailed) N	1 75				
Idealized influence	Pearson Correlatio n Sig.(2- tailed) N	.727** .000 75	1 75			
Individualize d Consideratio n	Pearson Correlatio n Sig.(2- tailed) N	.698** .000 75	.062 .161 75	1 75		
Intellectual stimulation	Pearson Correlatio n Sig.(2- tailed) N	.711** .000 75	.107 .100 75	.152 .121 75	1 75	
Inspirational motivation	Pearson Correlatio n Sig.(2- tailed) N	.879** .000 75	.162 .067 75	.066 .159 75	.098 .090 75	1 75

\*\* . Correlation is significant at 0.01 level (2-tailed).

There is strong and positive relationship between idealized influence and organization performance in Kenya Airports Authority ( $r=0.727$ ,  $p\text{-value}=0.000$ ). P-value was below significant level of 0.05 leading to positive association. Moreover, the results conforms to Ngaithe, Aol and Lewa (2016) findings that idealized influence had significant positive impact on staff performance.

Further, there exists positive and strong association between individualized consideration and organization performance in Kenya Airports Authority ( $r=0.698$ ,  $p$ -value  $=0.000$ ).  $P$ -value was below 0.05 leading to a positive relationship. The results conform to Ondari, Were and Rotich (2018) findings that individualized consideration was significantly affecting state corporations' organizational performance in Kenya.

The study found positive and strong association between intellectual stimulation and organization performance in KAA ( $r=0.711$ ,  $p$ -value  $=0.000$ ).  $P$ -value was less than the 0.05 significance level, implying a positive relationship. These findings are in line with Kirui, Iravo and Kanali (2015) arguments that intellectual stimulation influences financial institutions' performance significantly.

Furthermore, the study found very strong and positive association between inspirational motivation and organization performance in KAA ( $r = 0.879$ ,  $p$ -value  $= 0.000$ ). The  $p$ -value was below 0.05 leading to positive relationship. The findings conform to Emeka, Amaka and Ejim (2015) arguments that inspirational motivation offered to any organization has a significant impact on staff productivity.

#### **4.5.2 Regression Analysis**

Multivariate regression analysis was employed in this study to examine the nexus between independent variables (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) and dependent variable (organizational performance).



**Table 4.8 Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of Estimate</b>
1	.852 <sup>a</sup>	0.726	0.702	0.274

a. Predictors: (Constant), Inspirational motivation, Idealized influence, Intellectual stimulation, Individualized Consideration

The R squared for association between transformation leadership and organizational performance in Kenya Airports Authority was 0.726. This denotes that 72.6% of variation of dependent study variable (organizational performance) could be accounted for by independent variables (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration).

**Table 4.9 ANOVA**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	13.189	4	3.297	101.857	.000 <sup>b</sup>
Residual	2.266	70	0.0323		
Total	15.455	74			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Inspirational motivation, idealized influence, Intellectual stimulation, Individualized Consideration

ANOVA was deployed in this research to assess whether the model used was a good fit for the data. As shown in Table 4.10, F calculated was 101.857 and F-critical from F-distribution table was 2.50. Because F calculated was higher than F critical and p-value (0.000) was below 0.05, (significance level) the model was as a good fit for the data.

**Table 4.10 Regression Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.835	0.179		4.6648	0.000
Idealized influence	0.382	0.141	0.389	2.7092	0.009
Individualized Consideration	0.202	0.092	0.212	2.1957	0.027
Intellectual stimulation	0.323	0.131	0.325	2.4656	0.011
Inspirational motivation	0.412	0.116	0.432	3.5517	0.001

a. Dependent Variable: Organization Performance

Regression equation was;

$$Y = 0.835 + 0.382X_1 + 0.202X_2 + 0.323X_3 + 0.412X_4 + \varepsilon$$

The study indicated that idealized influence has positive and significant influence on organizational performance in KAA ( $\beta_1=0.382$ , p value= 0.009). The association was significant because p-value (0.009) was below 0.05 (significant level). This means that an improvement in idealized influence enhances the organizational performance in KAA. The results support Ogola and Sikalieh (2017) claim that idealized influence leadership behavior significantly affects performance of the employees.

Furthermore, the results demonstrated that individualized consideration has positive significant effect on organizational performance in Kenya Airports Authority ( $\beta_1=0.202$ , p value=0.027). Since 0.05 (significant level) was higher than p-value, (0.027), the relationship was found to be significant. This denotes that the organizational performance in Kenya Airports Authority would improve with the improvement in individualized consideration. The findings concur with those of Orabi (2016) that there exists a significant association between individual consideration and organizational performance.

Furthermore, findings demonstrated that intellectual stimulation has significant positive influence on the organizational performance in Kenya Airports Authority ( $\beta_1=0.323$ , p value=0.011). The significant level (0.05) was higher than p-value, (0.011), the association was significant. This denotes that enhancing intellectual stimulation would result to an improvement in the organizational performance in Kenya Airports Authority. These findings support Namiyingo and Mwesigwa (2014) argument that intellectual stimulation affected employees' performance in Ugandan commercial banks significantly.

Furthermore, the study found that inspirational motivation has significant positive effect on organizational performance in KAA ( $\beta_1=0.412$ , p value= 0.001). Because 0.05 (significance level) was higher than p-value (0.001), the correlation was significant. This implies that enhancement in inspirational motivation would improve organizational performance in Kenya Airports Authority. These findings support Oluyinka and Hashim (2012) claim that a significant link exists between inspirational motivation and employee productivity.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This section covered summary of the study findings, conclusions, and also recommendations. The general objective in this research was to assess on the effect of transformation leadership on the organizational performance in the aviation industry with a specific attention on the Authority. Furthermore, study's specific objectives were to examine effect of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration on organizational performance in Kenya Airports Authority.

### **5.2 Summary of the Findings**

This section summarized the effect of idealized influence, intellectual stimulation, inspirational motivation and individualized consideration on organizational performance in Kenya Airports Authority.

#### **5.2.1 Idealized Influence and Performance of Kenya Airports Authority**

The idealized influence has significant positive effect on the organizational performance in KAA. Furthermore, the research revealed that idealized influence impacts the organizational performance in Kenya Airports Authority to great extent. Additionally, the research discovered that leaders in the organization instil confidence amongst followers (staff) and easily influence the followers. In addition, leaders in the organization show confidence and power. Furthermore, the study revealed that leaders make the followers feel comfortable. The

leaders act as role models to their subordinates and are able to use self-control. The study further revealed that leaders show morals and principals that are ideal. Furthermore, leaders act as role models to their subordinates.

The study noted that leaders emphasize on collective mission, use of common beliefs and values. Moreover, leaders in the firm put the interest of the firm first. Furthermore, leaders in the organization delay their gratification which leads to trust and respect from their subordinates. The research also found that leaders emphasize on trustworthiness, reliability, honesty, accountability and transparency among staff. Further, the study discovered that leaders always stand with the truth even when it is not appealing.

### **5.2.2 Individualized Consideration and Performance of Kenya Airports Authority**

The study established that individualized consideration has a significant positive effect on organizational performance in Kenya Airports Authority. In addition, individualized consideration influences performance of KAA to great extent. Additionally, leadership makes use of individualized consideration when dealing with staff in other levels of management. Moreover, organization's leaders mentor junior staff so as to enhance their professional as well as personal growth. The study further established that the organization has a coaching program that seeks to improve personal skills of employees. The research also discovered that leaders act as advisors, mentors and coaches to the followers. Additionally, leaders ensure that training programmes are aligned with staff training needs. Furthermore,

employees are allowed and given to further their studies according to the study. Moreover, leaders provide scholarships to employees.

The leaders acknowledge concerns and needs of followers; however small they may seem to be according to the report. Moreover, the organization's leaders are always keen to understand the followers' perceptions. According to the study, leaders in the organization consider and seek to address employees' needs. Furthermore, organization's leaders always support flexible work schedule. Additionally, leaders provide required tools to reach expected goals. Moreover, leaders trust their followers to do their work.

### **5.2.3 Intellectual Stimulation and Performance of Kenya Airports Authority**

The study found that intellectual stimulation has positive and significant effect on organizational performance in Kenya Airports Authority. Additionally, the study discovered that leaders stimulate the followers or subordinates' imagination and intellect to great extent. Moreover, organization's leaders always encourage creativity and imagination among the employees. The organization has a supportive employees' supervision that seek to enhance innovation and creativity. Further, the organization's leaders always appreciate innovation and creativity. In addition, the organization makes a provision for creativity-relevant activities. The study also discovered that there are suggestion boxes in the organization for employees to give their views and opinions. Furthermore, the study revealed that the organization regularly conducts employee surveys to gather their opinions and views. The organizations' employees are mostly involved in decision making and problem solving according to the report. The researcher found that leaders support critical thinking. In addition,

leaders provide information to the followers on various problems. Furthermore, the study revealed that employees are encouraged to use different ways in solving problems. The study also indicated that followers are given a chance to give their views in relation to specific problems.

#### **5.2.4 Inspirational Motivation and Performance of Kenya Airports Authority**

The study established that inspirational motivation has a significant positive effect on organizational performance in KAA. Additionally, inspirational motivation influences the organizational performance of Kenya Airports Authority. The study established that inspirational motivation affect performance to great extent. Furthermore, the researcher discovered that leaders are future oriented and portray optimism in relation to the future. In addition, leaders are solution focused and not problem focused. Moreover, the leaders are not afraid of failures according to the study. Further, the study discovered that leaders have clearly articulated the vision and goals. According to the study, leaders in the organization align organizational and individual goal. Furthermore, the leaders always show commitment to the set goals and objectives in the organization. The study found that leaders always ensure that there is team spirit among the staff and that the staffs are encouraged to embrace team work and the organization regularly holds team building activities like games and dinners. Moreover, teams within the organization are cohesive and give individuals a feeling of belonging. In addition, there are incentive programs to motivate the staff.

#### **5.3 Conclusion of the Study**

The study found that idealized influence has a significant positive effect on organizational performance in KAA. The findings revealed that organizational

performance in Kenya Airports Authority is influenced by charismatic personality, going beyond self-interest, emphasis on ethical practices and acting as role model. This means that improving idealized influence (charismatic personality, going beyond self-interest, emphasis on ethical practices and acting as role model) increases the organizational performance in Kenya Airports Authority.

The study established that individualized consideration has a significant positive effect on the organizational performance in KAA. According to the study, coaching and mentoring followers, promoting self-development, attending to follower' concerns and autonomy influences the organizational performance in Kenya Airports Authority. This suggests that enhancing individualized consideration (coaching and mentoring followers, promoting self-development, attending to follower' concerns and autonomy) improves the organizational performance in Kenya Airports Authority.

The study found that intellectual stimulation has a significant positive effect on organizational performance in KAA. The researcher discovered that organizational performance in KAA is influenced by creativity and innovation, involvement in decision making and problem solving and encouraging non-traditional thinking. This means that improving intellectual stimulation (creativity and innovation, involvement in decision making, involvement in problem solving and encouraging non-traditional thinking) helps in improving the organizational performance in Kenya Airports Authority.

The researcher found that inspirational motivation has a significant positive effect on organizational performance in KAA. The researcher discovered that organizational performance in Kenya Airports Authority is influenced by optimism, articulating

organization's vision, encouraging of team-spirit and incentive programmes. This means that improving inspirational motivation (optimism, articulating organization's vision, encouraging of team-spirit and incentive programmes) improves the organizational performance in Kenya Airports Authority

#### **5.4 Recommendations of the Study**

The study found that idealized influence impacts organizational performance in Kenya Airports Authority to great extent. This research therefore recommends that management ought to adopt idealized influence leadership. Idealized influence involves instilling followers with pride (charismatic), going above and beyond self-interest, displaying strength and confidence, talking about the most crucial principles and beliefs, and emphasizing the joint mission. Idealized influence arouses a sense of purpose and put more emphasis on the collective achievement of the firm's goals.

The study established that leaders acknowledge concerns and needs of followers, however small they may seem to be. Therefore, the management of KAA should recognize all their employees' needs and demands and ensure that they have been met as effectively as possible. Moreover, they should engage in interactive sessions with the employees to hear what their followers would like to do in a different way.

The study found that individualized consideration influences performance of KAA to great extent. Individualized consideration in terms of delegation, workplace diversity, autonomy, and acceptable working conditions improves employees' satisfaction. Therefore, the management ought to adopt individualized consideration which not only increases yield but also results in higher-quality products or services. In addition,

happier workers ultimately lead to happier customers when they feel fulfillment in their profession.

The study found that organization's leaders always appreciate innovation and creativity. This study hence recommends that management should encourage innovation and creativity among employees since it facilitates problem solving, leads to better team work and bonding, increases staff morale, increases competitiveness and improves productivity. Moreover, creativity inspires employees to develop innovative ways to carry out their activities, which helps to save time and reduce losses.

The study found that organizations' employees are most of the times involved in decision making. Therefore, management should involve the employees at all level of decision-making because it encourages high devotion among the workforce, increases employees' morale and satisfaction who as a result perform at their best on an individual level. Additionally, when employees participate in decision-making, there is greater cooperation and coherence within the organizational hierarchy.

The study found that there are incentive programs to motivate the staff. This study recommends that management should provide more incentive programs such as tuition reimbursement, and additional flexibility in work arrangements, retirement plans, sick leave, paid time off and disability leave among others which motivates the employees and demonstrates that the company values them. If workers feel appreciated and empowered, their motivation to work will increase, which will eventually lead to increased productivity and organizations' performance.

The study discovered that staffs are encouraged to embrace team work. Therefore, this study recommends that the Kenya Airports Authority should embrace team work since it facilitates idea generation and creativity, boosts employee morale and motivation, leads to better problem solving and employees' satisfaction which as a result improves productivity.

### **5.5 Recommendation for Further Research**

The study's purpose was to investigate on influence of transformation leadership on the organizational performance in KAA. Nonetheless, scope of the research was confined to Kenya Airports Authority hence findings cannot be applied to other institutions in aviation industry. Therefore, more studies ought to be done to investigate the influence of transformation leadership on the organizational performance in other institution in aviation industry. Furthermore, the study discovered that idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration could explain 72.6 percent of the organizational performance in Kenya Airports Authority. As a result, more studies ought to be done on other factors that affect the organizational performance in Kenya Airports Authority.

## REFERENCES

- Abasilim, U. D. (2014). Transformational Leadership Style and Its Relationship with Organizational Performance in Nigerian Work Context. *IOSR Journal of Business and Management*, 16(9), 1-5.
- Abbasi, E., & Zamani-Miandashti, N. (2013). The Role of Transformational Leadership, Organizational Culture and Organizational Learning in Improving the Performance of Iranian Agricultural Faculties. *Higher Education: The International Journal of Higher Education and Educational Planning*, 66(4), 505-519.
- Abdulkadir, D. S. (2012). Strategic Human Resource Management and Organizational Performance in the Nigerian Insurance Industry: The Impact of Organizational Climate. *Business Intelligence Journal*, 5(1), 8-19.
- Amin, D. (2016). *The Role of transformational leadership on organizational performance in Kenya: A Case Study of National Bank of Kenya*. Retrieved from <http://erepo.usiu.ac.ke/bitstream/handle/11732/2711>
- Anantatmula, V. S. (2010). Project Manager Leadership Role in Improving Project Performance. *Engineering Management Journal*, 22(1), 13-22.
- Antony, J.B. & Bhattacharyya, S. (2010). Measuring organizational performance and organizational excellence of SMEs – Part 2: an empirical study on SMEs in India. *Measuring Business Excellence*, 14(3), 42-52.
- Auditor General's report (2016). *The Auditor-General on the Financial Statements of Kenya Airports Authority*. Retrieved from <http://documents.worldbank.org>
- Ayacko, G.C., K'Aol, G. & Linge, T.K. (2017). How Organization Structure Moderates the Influence of Individualized Consideration of Judicial Officers on the Performance of Judicial Staff in Kenya. *Journal of Human Resource and Leadership*, 2(4), 40-60.
- Batista-Taran, L. C., Shuck, M. B., Guittierez, C. C., & Baralt, S. (2009). *The role of Leadership style in Employee engagement*. Retrieved from <http://search.proquest.com>
- Bryman, A. & Cramer, D. (2012). *Quantitative Data Analysis with SPSS Release 8 for Windows*. New York: Routledge
- Bryman, A. (2003). Integrating quantitative and qualitative research: how is it done? *Qualitative research*, 6(1), 97 – 113.
- Burns, P. (1987). Transactional and transformational leadership: A constructive/developmental analysis. *Academy of Management review*, 12(4), 648-657.
- Buyck, C. (2010). Kenya Airways' Uplifting Mission. *Air Transport World*, 47(11), 28.
- Carton, R.B. (2017). *Measuring Organizational Performance: An Exploratory Study*. Retrieved from [https://getd.libs.uga.edu/pdfs/carton\\_robert\\_b\\_200405\\_phd.pdf](https://getd.libs.uga.edu/pdfs/carton_robert_b_200405_phd.pdf)
- Cavazotte, F., Moreno, V. & Bernardo, J. (2013). Transformational leaders and work performance: the mediating roles of identification and self-efficacy. *Brazilian Administration Review*, 10(4), 13-24.
- Chege, T. M. (2016). *Influence of transformational leadership on organizational performance of commercial banks in Kenya*. Retrieved from <http://ir.jkuat.ac.ke/bitstream/handle/123456789/3814/>

- Chi, K. H., Huery R. Y., & Taiwan C. H. (2015). The Effects of Transformation Leadership, Organizational Culture, Job Satisfaction on the Organizational Performance in the Non-profit Organizations. *The Journal of Global Business Management*, 2(2), 34-45.
- Cooper, D. R., & Schindler, P. S. (2006). *Business Research Methods*. New Delhi: Tata McGraw Hill.
- Covey, S. R. (1992). *Principle centered leadership*. Simon and Schuster.
- Creswell, J. W. (2006). *Research Design. Qualitative, Quantitative, and Mixed Methods Approaches*. Thousand Oaks, CA: Sage.
- Cropanzano, R., Dasborough, M. T., & Weiss, H. M. (2017). Affective Events And The Development Of Leader-Member Exchange. *Academy Of Management Review*, 42(2), 233-258.
- Datche, A. E. & Mukulu, E. (2015). The effects of transformational leadership on employee engagement: A survey of civil service in Kenya. *Issues in Business Management and Economics*, 3(1), 9-16.
- De Jong, S. B., & Bruch, H. (2013). The Importance of a Homogeneous Transformational Leadership Climate for Organizational Performance. *International Journal of Leadership Studies*, 8(1), 1-18.
- Dibley, M. (2009). *The relationship between the transformational leadership styles of officers and the levels of their followers' work engagement*. Retrieved from [uir.unisa.ac.za/handle/10500/2626](http://uir.unisa.ac.za/handle/10500/2626)
- Dola, G.A. (2015). *The Effect of Transformational Leadership on the Performance of Employees in Kenya: The Case of Kenya Wildlife Service*. Retrieved from <http://ir-library.ku.ac.ke/>
- Eckerman, A. C. (2011). A New Look at Need Theory. *Training & Development Journal*, 22(11), 18.
- ElKordy, M. (2013). Transformational Leadership and Organizational Culture as Predictors of Employees Attitudinal Outcomes. *Business Management Dynamics*, 3(5), 15-26
- Emeka, N., Amaka, O. & Ejim, E.P. (2015). The Effect of Employee Motivation on Organizational Performance of Selected Manufacturing Firms in Enugu State. *World Journal of Management and Behavioral Studies* 3(1), 01-08, 2015
- Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness The Turkish case. *Journal of Management Development*, 27(7), 708-726
- Gatzert, N. (2015). The impact of corporate reputation and reputation damaging events on financial performance: Empirical evidence from the literature. *European Management Journal*, 33(6), 485-499.
- Ghafoor, A., Qureshi, T. M., Khan, M.A., & Hijazi, S.T. (2011). *Transformational leadership, employee engagement and performance: Mediating effect of Psychological ownership*. *African Journal of Business Management*, 5 (17), 7391 – 7304.
- Ghosh, S. & Mukherjee, S. (2006). Measurement of Corporate Performance through Balanced Scorecard: An Overview. *Dyasagar University Journal of Commerce*, 11, 60-76.
- Greene, C. N. (2011). Questions of Causation in the Path-Goal Theory of Leadership. *Academy Of Management Journal*, 22(1), 22-41.
- Greener, S. L. (2008). *Business Research Methods*. Copenhagen: Ventus Publishing ApS.

- Gudmundsson, S.V. (2004). Management emphasis and performance in the airline industry: an exploratory multilevel analysis. *Transportation Research Part E: Logistics and Transportation Review*, 40(6), 443-463.
- Hancott, D.E. (2014). The Relationship between Transformational Leadership and Organizational Performance in the Largest Public Companies in Canada. *Research Journal of Recent Sciences*, 3(1), 103-107.
- Hertzog, M.A. (2008). Considerations in determining sample size for pilot studies. *Res Nurs Health*, 31(2), 180-191.
- House, R. J. (2012). A Path Goal Theory of Leader Effectiveness. *Administrative Science Quarterly*, 16(3), 321-339.
- IATA (2017). *Economic Performance of the Airline Industry*, Retrieved from <https://www.iata.org/whatwedo/Documents/economics/IATA-Economic-Performance-of-the-Industry-end-year-2016-report.pdf>
- International Center for Strategic Analysis (2014), *Middle East Aviation: Captivating air traffic around the world-continued*, Retrieved from [http://www.worldairportawards.com/ /bestAirport\\_MiddleEast.htm](http://www.worldairportawards.com/ /bestAirport_MiddleEast.htm)
- Jiang, J., Zhao, X. & Ni, J. (2017). The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior. *Sustainability*, 9(9), 14-67.
- Kalkavan, S. & Katrinli, A. (2014). The Effects of Managerial Coaching Behaviors on the Employees' Perception of Job Satisfaction, Organizational Commitment, and Job Performance: Case Study on Insurance Industry in Turkey. *Procedia - Social and Behavioral Sciences*, 150(15), 1137–1147.
- Karaca, H. (2010). *The Effects of Transformational Leadership on Employees' Perceived Leadership Effectiveness in Public Organizations: Federal Emergency Management Agency Case*. Retrieved from [http://etd.fcla.edu/CF/CFE0003397/Karaca\\_Hasan\\_201012\\_PhD.pdf](http://etd.fcla.edu/CF/CFE0003397/Karaca_Hasan_201012_PhD.pdf)
- Kenya Airports Authority (2017). The profile of Kenya Airports Authority. Retrieved from <https://kaa.go.ke>
- Khalil, S.H. & Sahibzadah, S. (2017). Leaders' Individualized Consideration and Employees' Job Satisfaction. *Journal of Business and Tourism*, 3(2), 215-237.
- Kirui, J. K., Iravo, M.A. & Kanali, C. (2015). Influence of intellectual stimulation and individualized consideration in effective organizational performance in state-owned banks in Kenya. *International Journal of Research in Applied, Natural and Social Sciences*, 3(10), 111-120.
- Koech, P.M & Namusonge, G.S. (2012). The Effect of Leadership Styles on Organizational Performance at State Corporations in Kenya. *International Journal of Business and Commerce*, 2(1), 1-12.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Delhi: New Age International (P) Limited Publishers.
- Kumar, S. (2007). *Quantitative social research methods*. Los Angeles: Sage Publications.
- Li, V., Mitchell, R., & Boyle, B. (2016). The Divergent Effects of Transformational Leadership on Individual and Team Innovation. *Group & Organization Management*, 41(1), 66-97
- Linda, K. (2012). *The Impact of Employee's Participation in Decision Making on Organizational Performance: A Study of Some Selected Private Organizations*. Retrieved from <https://www.grossarchive.com/project/1414839523.htm>

- Maslow, A. (1954). *Motivation and personality*. New York, NY: Harper.
- McKone, D., Lewis, A. & Nevin, J. (2017). *Global Airline Industry Performance. Travel & Transport Practice, Boston*.
- Mokaya, S. O., Chocho, A. & Kosgey, D. (2016). *The Performance of Aviation Regulatory System in Kenya*. Retrieved from <http://www.jkuat.ac.ke/images/documents/performance-aviation.pdf>
- Mokaya, S.O., Kanyagia, C.P. & Wagoki, J. (2012). Market Positioning and Organizational Performance in the Airlines Industry in Kenya. *International Journal of Arts and Commerce*, 1(4), 121-132.
- Morganson, V., Major, D., & Litano, M. (2017). A Multilevel Examination of the Relationship Between Leader-Member Exchange and Work-Family Outcomes. *Journal of Business & Psychology*, 32(4), 379-393.
- Mortazavi, N. & Partovi, N. (2014). Analysis of the Effect of Transformational Leadership on Organizational Performance with Human Resource Approach (Case Study: Keshavarzi Bank). *MAGNT Research Report*, 2(1), 277-285.
- Muogbo, U. S. (2013). The Impact of Employee Motivation on Organizational Performance (A Study of Some Selected Firms in Anambra State Nigeria). *The International Journal of Engineering and Science*, 2(7), 70-80.
- Mutahar, A.Y., Rasli, A. & Al-Ghazali, B.M. (2015). Relationship of Transformational Leadership, Organizational Learning and Organizational Performance. *International Journal of Economics and Financial Issues*, 5(4) 406-411.
- Mutua, S.M., Karanja, K. & Namusonge, G.S. (2012). Role of Human Resource Management Practices on Performance of Financial Cooperatives Based in Nairobi County, Kenya. *International Journal of Humanities and Social Science*, 2(22), 289
- Mwangi, F.K. (2013). *The Effect of Macroeconomic Variables on Financial Performance of Aviation Industry in Kenya*. Retrieved from <http://erepository.uonbi.ac.ke/bitstream/handle/11295/58551/>
- Mwangi, S. N. & Kwasira, J. (2015). Role of transformational leadership on organizational change in selected public secondary schools in Nakuru north sub county, Kenya. *International Journal of Economics, Commerce and Management*, 3(6), 362-372.
- Namiyingo, S. & Mwesigwa, R. (2014). Job Resources, Employees' Creativity and Firm Performance of Commercial Banks in Uganda. *International Journal of Economics, Commerce and Management*, 3(9), 1-12.
- Mwongeli, D.S. & Juma, D.O. (2016). Influence of transformational leadership on employee performance. A Case Study of Safaricom Limited. *The Strategic Journal of Business and Strategic Change*, 3(2), 32-55.
- Naseem, A. & Sheikh, S.E. (2011). Impact of Employee Satisfaction on Success of Organization: Relation between Customer Experience and Employee Satisfaction. *International Journal of Multidisciplinary Sciences and Engineering*, 2(5), 41-54.
- Nasser, A., Mohammad, A. & Anas, B. (2016). Does Transformational Leadership Style effect on Employee Commitment in the Aviation Industry? *International Journal of Business and Management*; 11(12), 163-176
- Ndwiga, M. & Ngaithe, L. (2016). The Effect of Individualized Consideration and Intellectual Stimulation on Organizational Performance of Commercial State

- Owned Enterprises in Kenya. *Journal of Economics and Sustainable Development*, 7(20), 14-32.
- Neupane, R. (2015). Effects of Coaching and Mentoring on Employee Performance in the UK Hotel Industry. *International Journal of Social Sciences and Management*, 2(2), 23-43.
- Ngaithe, L. Aol, G.K. & Lewa, P. (2016). Effect of Idealized Influence and Inspirational Motivation on Staff Performance in State Owned Enterprises in Kenya. *European Journal of Business and Management*, 8(30), 6-23.
- Ngechu. M. (2004). *Understanding the research process and methods. An introduction to research methods*. Nairobi: Acts Press.
- Nguyen, M. & Nguyen, T.H. (2015). The Influence of Leadership behaviors on Employee Performance in the Context of Software Companies in Vietnam. *Advances in Management & Applied Economics*, 4(3), 157-171.
- Nyandiko, J.A. & Onger, L. (2014). Effectiveness of Strategic Human Resource Management on Organizational Performance at Kenya Seed Company-Kitale. *Journal of Emerging Trends in Economics and Management Sciences*, 6(1), 1-5.
- Ogola, M.O. & Sikalieh, D. (2017). The Influence of Idealized Influence Leadership Behavior on Employee Performance in Small and Medium Enterprises in Kenya. *European International Journal of Science and Technology*, 6(3), 47-78.
- Ojokuku, R. M. & Ogbomoso, O. (2014). Effect of Employee Participation in Decision Making On Performance of Selected Small and Medium Scale Enterprises in Lagos, Nigeria. *European Journal of Business and Management*, 6(10), 93-112.
- Okechukwu, A. & Godday, R. L. (2015). Impact of Coaching and Mentoring in the Nigeria Liquefied Natural Gas Company Limited, Bonny. *European Journal of Sustainable Development*, 4(1), 85-100.
- Oluyinka, S. & Hashim, N.H. (2012). Employee Motivation and Organizational Performance in Multinational Companies: A Study of Cadbury Nigeria Plc. *International Journal of Research in Management & Technology*, 2(3), 303-312.
- Ondari, J. N., Were, S., & Rotich, G. (2018). Effect of individualized consideration on organizational performance of state corporations in Kenya. *The Strategic Journal of Business and Strategic Change*, 5(1), 210 – 246.
- Orabi, T.A.B. (2016). The Impact of Transformational Leadership Style on Organizational Performance: Evidence from Jordan. *International Journal of Human Resource Studies*, 6(2), 37-43
- Orodho, A. J. (2007). *Techniques of Writing Research Proposal and Reports*. Nairobi: HP Enterprises.
- Osabiya, B. J. (2015). The effect of employees' motivation on organizational performance. *Journal of Public Administration and Policy Research*, 7(4), 62-75.
- Ovidiu-Iliuta, D. (2013). Employee motivation and organizational performance. *Review of Applied Socio- Economic Research*, 5(1), 53-69.
- Owolabi, L. K & Abdul-Hameed, A. S. (2011). Employee Involvement in Decision Making and Firms Performance in the Manufacturing Sector in Nigeria. *Serbian Journal of Management*, 6(1), 1-15

- Pablovea, E. (2016). *How may transformational leadership influence employee engagement in the case of Southwest Airlines?* Retrieved from <http://www.academia.edu/34771898/>
- Pearce J. A. & Robinson, R. B. (2007). *Strategic Management: Formulation, implementation and control*. New York: Mc Graw-Hill.
- Pradhan, S., & Pradhan, R. K. (2015). An Empirical Investigation of Relationship among Transformational Leadership, Affective Organizational Commitment and Contextual Performance. *Vision (09722629)*, 19(3), 227-235.
- Quagraine, T. (2010). *Employee Involvement as an Effective Management Tool in Decision-Making: A Case Study of Merchant Bank (Ghana) Limited*. Retrieved from <http://ir.knust.edu.gh/>
- Raluca-Elena, H. (2015). The Impact of Leadership on Organizational Performance. *SEA - Practical Application of Science*, 3(1), 7-15.
- Rao, N. S. (2015). Corporate Inversions and Economic Performance. *National Tax Journal*, 68(4), 1073-1097.
- Sahin, D. R., Çubuk, D., & Uslu, T. (2014). The Effect of Organizational Support, Transformational Leadership, Personnel Empowerment, Work Engagement, Performance and Demographical Variables on the Factors of Psychological Capital. *EMAJ: Emerging Markets Journal*, 3(3), 1-17.
- Schriesheim, C., & Von Glinow, M. A. (2012). The Path-Goal Theory of Leadership: A Theoretical and Empirical Analysis. *Academy Of Management Journal*, 20(3), 398-405.
- Singh, A.K. (2011). Performance Evaluation of Indian Airline Industry: An Application of DEA, *Asia-Pacific Business Review*, *Asia-Pacific Business Review*, 7(2), 92-103
- Szilagyi, A. D., & Sims, H. P. (2011). An Exploration of the Path-Goal Theory of Leadership in a Health Care Environment. *Academy Of Management Journal*, 17(4), 622-634.
- Tabassi, A.A., Ramli, M. & Dashti, K.F. (2010). Transformational Leadership and Team Effectiveness in the Construction Industry in India. *Strategic Leadership Review*, 3(4), 46-56.
- Taborda, P., Taborda, V., Gilmour, J., Rachlis, A., Salit, I. & Summerbell, R. C. (2000). Epidemiology and prevalence of onychomycosis in HIV-positive individuals. *International journal of dermatology*, 39(10), 746-753.
- Thamrin, H. M. (2015). The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance. *International Journal of Innovation, Management and Technology*, 3(5), 201-225.
- Tiri, G., Ogollah, K. & Mburu, D.K. (2014). Influence of Transformational Leadership Role on Performance of Virtual Project Teams in Safaricom Limited. *International Journal of Economics, Commerce and Management*, 3(2), 1-12.
- Tubigi, M. & Alshawi, S. (2015). The impact of knowledge management processes on organizational performance: The case of the airline industry. *Journal of Enterprise Information Management*, 28(2), 167-185.
- Udoh, B.E. & Agu, A.O. (2012). Impact of Transformational and Transactional Leadership on Organizational Performance. *International Journal of Current Research*, 4(11), 142-147.

- Ul Hassan, M., Malik, A., Hasnain, A., Faiz, M.F. & Abbas, J. (2013). Measuring Employee Creativity and its Impact on Organization Innovation Capability and Performance in the Banking Sector of Pakistan. *World Applied Sciences Journal*, 24(7), 949-959.
- Veisoh, S., Mohammadi, E., Pirzadian, M. & Sharafi, V. (2015). The Relation between Transformational Leadership and Organizational Culture (Case study: Medical school of Ilam). *Journal of Business Studies Quarterly*, 5(3), 113-121.
- Woodcock, C. (2012). *Transformational leadership and employee engagement*. Northern Illinois University. Retrieved from <http://search.proquest.com/docview/1027593329>
- Yang, K. (2003). Beyond Maslow's culture-bound linear theory: a preliminary statement of the double-Y model of basic human needs. *Nebraska Symposium on Motivation*. 49, 175-255.
- Zdaniuka, A. & Bobocel, D.R. (2015). The role of idealized influence leadership in promoting workplace forgiveness. *The Leadership Quarterly*, 26(5), 863-877.

## **APPENDICES**

### **Appendix I: Introduction Letter**

#### **TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

#### **REF: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

I am a Kenyatta University student carrying out a research project as part of the prerequisite for a Master's degree in Business Administration. Therefore, this study seeks to examine the influence of transformation leadership on the organizational performance of Kenya Airports Authority.

You have been appointed to take part in this research in an effort to obtain information that can be employed to meet the study's objectives. Therefore, I write this letter as a kind request for your participation and corporation by filling attached questionnaire. Moreover, the study will purely be employed for learning purposes and all the information provided will be treated with utmost confidentiality. Thank you for your corporation.

Yours Sincerely

## Appendix II: Questionnaire

This research study seeks to obtain information on transformation leadership and the organizational performance of KAA. I hence, request for your support by sincerely responding to the questions listed below. Your accuracy and candid response will be critical in ensuring objective research. The information provided in this study will be treated with a lot of confidentiality.

### Section A: General Information

1. Please specify your gender

Female  Male

2. Specify your age bracket

20 and 30 years  31 and 40 years   
41 and 50 years  51 and above

3. State your highest education level

Secondary Education  Diploma   
Undergraduate degree  Master's Degree   
PhD

4. Duration of working in the organization?

Below 3 years  3 and 6 years   
7 and 10 years  11 and 13 years   
Above 13 years

### Section B: Idealized Influence and Organizational Performance

5. Indicate the extent to which idealized influence affect organizational performance?

No extent at all  Low extent   
Moderate extent  Very great extent   
Great extent

6. How does idealized affect the performance of Kenya Airports Authority?

.....  
 .....

7. To what extent do you agree with below statements in respect to idealized influence in the performance of your organization? (Key: 1=strong disagree, 2=agree, 3=neutral, 4=agree, 5=strongly agree).

	1	2	3	4	5
<b>Charismatic personality</b>					
Leaders in our organization instill confidence amongst followers (staff)					
Leaders in the organization show confidence and power					
Leaders in the organization easily influence the followers					
Our leaders make the followers feel comfortable					
<b>Acting as role model</b>					
Leaders in our organization act as role models to their subordinates					
Leaders in the organization are show morals and principals that are ideal					
Our leaders install a sense of belonging to their followers					
<b>Going beyond self-interest</b>					
Leaders are able to use self-control					
Leaders in the firm put the interest of the firm first					
Leaders in the organization delay their gratification which leads to respect and trust from their subordinates					
Leaders emphasize on collective mission					
<b>Emphasis on ethical practices</b>					
Our leaders emphasize on the use of common beliefs and values					
Our leaders emphasize on trustworthiness, reliability and honesty					

Leaders in the organization always stand with the truth even when it is not appealing					
Our leaders emphasize on accountability and transparency among staff					
Leaders influence their subordinates encouraged their followers to have common beliefs and values					

**Section C: Effect of Individualized Consideration on Organizational Performance**

8. To what extent does individualized consideration affect performance of Kenya Airports Authority?

- No extent at all      [ ]                      Low extent              [ ]  
Moderate extent      [ ]                      Very great extent      [ ]  
Great extent              [ ]

9. Indicate how individualized consideration affect performance of Kenya Airports Authority

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

10. When dealing with staff in other levels of management, does the leadership make use of individualized consideration?

- Yes              [ ]                      No              [ ]

11. To what extent do you disagree or agree with below statements pertaining to individual consideration and the performance of Kenya Airports Authority?

<b>In the organization</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Coaching and mentoring followers</b>					
Leaders in the organization act as advisors, mentors and coaches to the followers					
Our organization has a coaching program that seeks to improve personal skills of employees					

Our organization's leaders mentor junior staff so as to enhance their professional as well as personal growth					
<b>Promoting self-development</b>					
Leaders ensure that training programmes are aligned with staff training needs					
Leaders in our organization provide scholarships to employees					
Employees are allowed and given to further their studies					
<b>Attending to follower' concerns</b>					
Leaders acknowledge the concerns and needs of followers, however small they may seem to be					
Our organization's leaders are always keen to understand the followers' perceptions					
Leaders in our organization consider and seek to address the needs of the employees (followers)					
<b>Autonomy</b>					
Our organization's leaders always support a flexible work schedule					
Our leaders trust their followers to do their work					
Our leaders provide the required tools to reach expected goals					

**Section D: Intellectual Stimulation and Organizational Performance**

12. Indicate the extent to which leaders stimulate the followers or subordinates' imagination and intellect?

- No extent at all      [   ]                      Low extent              [   ]  
Moderate extent      [   ]                      Very great extent      [   ]  
Great extent              [   ]

13. How does intellectual stimulation affect your organization performance?

14. Indicate degree extent to which you agree with below statements pertaining to intellectual stimulation and the performance of Kenya Airports Authority? (

<b>In the organization .....</b>	1	2	3	4	5
<b>Creativity and innovation</b>					
Our organization's leaders always encourage creativity and imagination among the staff					
Our organization's leaders always appreciate innovation and creativity					
The organization has a supportive employees' supervision that seek to enhance innovation and creativity					
Our organization makes a provision for creativity-relevant activities					
<b>Involvement in decision making</b>					
Organizations' employees are most of the times involved in decision making					
There are suggestion boxes in the organization for employees to give their views and opinions					
Our organization regularly conducts employee surveys to gather their opinions and views					
<b>Involvement in problem solving</b>					
Organizations' employees are most of the times involved in problem solving					
Leaders provide information to the followers on various problems					
Followers are given a chance to give their views in relation to specific problems.					

<b>Encouraging non-traditional thinking</b>					
Leaders in our organization support critical thinking					
Employees are encouraged to use different ways in solving problems					

**Section E: Inspirational Motivation and Organizational Performance**

15. Does inspirational motivation affect performance of Kenya Airports Authority

Yes [ ] No [ ]

16. If yes, explain.

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

17. Indicate the extent to which inspirational motivation affect performance of your organization.

Very great extent [ ] Great extent [ ]  
Moderate extent [ ] Low extent [ ]  
No extent at all [ ]

18. To what extent do you agree with below statements in respect to inspirational motivation and performance of Kenya Airports Authority?

<b>In the organization .....</b>	1	2	3	4	5
<b>Optimism</b>					
Our leaders portray optimism in relation to the future					
Our leaders are solution focused and not problem focused					
Our leaders are not afraid of failures					

Our leaders are future oriented					
<b>Articulating organization's vision</b>					
Our leaders always show commitment to the set goals and objectives in the organization					
Leaders in our organization articulate clearly the organizations' vision					
Leaders in our organization align organizational and individual goals					
The leaders have articulated the vision and goals the clearly					
<b>Encouraging of team-spirit</b>					
Leaders in the organization always ensure that there is team spirit among the staff					
The staffs are encouraged to embrace team work.					
Teams in our organization are cohesive and give individuals a feeling of belonging					
Our organization regularly holds team building activities like games and dinners					
<b>Incentive programmes</b>					
There are incentive programs to motivate the staff					
Our organization provides bonuses and allowances to the employees					
Our organization provides paid leaves and medical insurance benefits to the followers					

19. How does inspirational motivation affect performance of Kenya Airports Authority?

.....

.....

.....

.....

**Section F: Organization Performance**

20. How do you rate the performance of Kenya Airports Authority for the past five years?

Excellent [ ]                      Good [ ]

Moderate [ ]                      Bad [ ]

Poor [ ]

21. To what extent do you agree with below statements in respect to performance of Kenya Airports Authority? (Key: 1=strongly disagree, 2=agree, 3=neutral, 4=agree, 5=strongly agree).

Parameters	SD	D	N	A	SA
<b>Customer Satisfaction (Higher reliance on LA processes)</b>					
Customers are satisfied with services they receive in the organization					
Customers are satisfied with timeliness in service delivery					
Customers show satisfaction with cost of service delivery					
The process in the service delivery is characterized by simplicity and clarity					
<b>Efficiency in Service Delivery</b>					
Process backflows in the organization is low indicating quality work					
There are low returned jobs for corrections					
Delivery time within the organization is low					
The waiting time in service delivery is low					
<b>Learning and growth</b>					
There is adequate funding for training staff					

There are frequent training programmes					
--	--	--	--	--	--