

Transformational Leadership Style and Organizational Performance in The Ministry Of Lands, Public Works, Housing and Urban Development in Kenya.

Authors: ¹ Rebecca Wambui Nyambura; ² Dr. Denis Kamau, PhD; Dr Monica Nderitu, PhD



DOI: [10.61108/ijsshr.v1i1.54](https://doi.org/10.61108/ijsshr.v1i1.54)

¹Student: The Cooperative University Of Kenya , P.O Box 24814-00502, Karen, Nairobi

²Lecturer The Cooperative University Of Kenya , P.O Box 24814-00502, Karen, Nairobi

³Lecturer The Cooperative University Of Kenya , P.O Box 24814-00502, Karen, Nairobi

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

Key words: Transformational Leadership Style, Employee Motivation, Work Commitment, Employee Creativity, Organizational Performance

I.0 INTRODUCTION

1.1 Background of the Study

Businesses face many challenges in today's ever-evolving, fiercely competitive global market. According to Richard, Devinney, Yip, and Johnson (2009), prioritizing the acquisition of competitive advantage is essential when developing a plan to enhance operational performance. Corporations have traditionally placed a higher value on material prosperity. Richard et al. (2009) argue that leadership and intangible assets have supplanted



financial performance as the new basis of successful businesses. Leadership style significantly impacts organizational performance (Bennis, 1984). The author argues that an organization's leadership is critical to determining its ultimate fate.

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

Existing research reveals that every business has the ability to accept diverse leadership styles (Sarros & Santora, 2001), despite the broad acknowledgment of transformational leadership as an everyday style utilized by numerous corporations for change management and administration. According to Shibru and Darshan (2011) and Stewart (2006), an organization can increase its effectiveness by providing intellectual stimulation, demonstrating personal care for followers, and encouraging significant behavioral improvements among subordinates (Muriithi, & Charles, 2023).

The global perspective on transformational leadership reveals its significant impact on organizational performance. Studies by Piccolo and Colquitt (2006) attribute the success of companies like Apple and Microsoft to effective executive leadership. Basit and Sebastian (2017) emphasize that global leadership fosters innovation and productivity through diverse organizational strategies. In Indonesia, Luu and Phan (2020) find a positive correlation between transformational leadership and organizational commitment, emphasizing the crucial role of job satisfaction. Similarly, Nasir et al. (2022) in Pakistan show the positive effects of transformational leadership, work stresses, and creativity on employee performance.

Moving to China, Jack Ma's leadership at Alibaba exemplifies a delegated authority approach, emphasizing encouragement, inspiration, and room for personal growth. Regionally, in sub-Saharan Africa, Mwambazambi and Banza (2014) advocate for transformational leadership to address persistent challenges, citing Mandela as a servant leader prioritizing community service. The absence of transformative leadership in African politics is highlighted by Gonye and Moyo (2013), emphasizing the need for effective leadership principles. Morocco, emerging as a leader in North Africa, adopts creative leadership approaches, while the African Leadership Academy in South Africa focuses on nurturing the next generation of leaders, emphasizing individuality and positive impact (Imoka, 2014). Overall, the global and regional perspectives underscore the pivotal role of transformational leadership in shaping organizational success and societal transformation.

1.2 Statement of the Problem

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

Moreover, the performance concerns raised have been relating to poor work performance and poor service delivery. These include poor customer service, constant customer complaints, long lunch breaks, rampant absenteeism and deterioration in job quality among many other challenges hence hindering their overall performance (Koskei et al., 2021). This has also been compounded with glaring and rampant corruption cases

that have diminished their role achievement, relegating them to mere conduits of mismanagement of public resources (Ondari, Were & Rotich, 2019). The desire to improve performance has led to shift in focus to improve ministerial performance through realignments and consolidation of departments within ministries.

Previous studies also point poor performance in the public sector to lack of effective leadership to motivate, empower, recognize and offer support to employees to enhance their performance metrics. For instance, Nyagaka (2013) demonstrates that lack of adequate leadership style results in bad performance in many organizations, but fails to explain how leadership can be transformed to produce positive results. Many other studies point that county governments in Kenya have been experiencing poor performance as a result of ineffective leadership styles, corruption and lack of policy to manage leadership responsibilities (Munga, Momanyi, & Omari, 2021). Many other researchers conducted in other sectors similarly point to the significance of nurturing good leadership to improve performance (Omelayo, 2004; Redmond 2018; Omollo, 2016 & Akinyemi, 2018) but fail to demonstrate the connection between employee motivation, employee work commitment and employee creativity as influenced by transformational leaders to spur organization performance in government ministries.

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

1.3 Objectives of the study

The study was guided by the following objectives;

1.3.1 General objective

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

1.3.2 Specific objectives

The study was guided by the following specific objectives:

1. To determine the effect of employee motivation on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya.
2. To establish the effect of work commitment on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya.
3. To identify the effect of employee creativity on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya.

1.4 Research Questions

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

1.6 Scope of the Study

The effect of transformational leadership style on organizational performance of ministry of lands, public works, housing and urban development in Kenya is the main topic of this study. The study specifically examined the effect of employee motivation, work commitment and employee creativity on the organizational performance of ministry of lands, public works, housing and urban development in Kenya. This research

targeted 188 employees from the headquarters of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The study was focused on determining whether transformational leadership style had effect on organizational performance and how poorly managed leadership affected performance. The study covered a period of six months.

2.0 Literature Review

2.1 Theoretical Review

2.1.1 Transformational Leadership Theory

Transformational Leadership Theory, as proposed by Bass (1985), emphasizes leaders' ability to inspire and motivate their teams towards organizational objectives. This theory highlights the importance of a leader's trust, honesty, and ethical qualities in inspiring followers. Transformational leaders go beyond motivating employees to produce results; they also cultivate a sense of mission and identity, encouraging employees to pursue the greater good (Murphy & Drodge, 2004). The theory draws on Maslow's hierarchy of needs and trans-leadership theories to understand its impact on productivity and performance.

2.1.2 Path Goal Theory

Path Goal Theory, introduced by Avolio and Bass (1994), complements transformational leadership by elucidating how leaders guide followers to achieve goals through clear communication and goal definition. This theory underscores the leader's role in adapting their behavior to meet the needs and circumstances of their team members, ensuring employee motivation (House & Mitchell, 1996). However, there is a caution against excessive dependence on the leader.

2.1.3 Team Leadership Theory,

Team Leadership Theory according to Northouse (2019), emphasizes collaborative efforts between leaders and team members to enhance effectiveness through shared decision-making. This approach necessitates active listening by leaders to address group issues, providing a roadmap for addressing internal and external challenges within the team.

2.1.4 Leader-Member Exchange Theory (LMX)

Leader-Member Exchange Theory (LMX), which focuses on interactions between leaders and followers, considers the two-way communication and collaboration that builds bonds benefiting both parties (Ilies et al., 2007). This theory emphasizes the importance of the dynamic between leaders and followers in influencing individual and organizational performance, with a focus on behavioral and job performance outcomes (Atwater & Carmeli, 2009).

2.2 Empirical Literature

Research in India by Rukmani, Ramesh, and Jayakrishnan (2015) explores how leadership styles impact business productivity. The study, involving 300 managers in Tamil Nadu, emphasizes the prevalence of transactional and transformational leadership in government agencies, with transformational leadership being more esteemed. In Nigeria, Mgbeze (2016) highlights the importance of leadership style in the success of banks, emphasizing the effectiveness of transformational and democratic leadership. Koech and Namusonge (2014) in Kenya find significant correlations between transformational leadership and organizational performance, with leaders providing value beyond themselves being crucial.

Al Khajeh's (2018) research in the United Arab Emirates reveals a negative correlation between charismatic and transactional leadership and overall firm performance, advocating for authoritarian and democratic leadership. In Ghana, Malcarm and Tamatey (2017) investigate leadership styles' influence on employee performance, noting that laissez-faire leadership has a greater effect. In China, Hui et al. (2013) link laissez-faire leadership to higher teacher job satisfaction. In Kenya, Karanja et al. (2013) explore leadership styles' impact on teacher job satisfaction, highlighting the need for adaptability.

Efficiency and effectiveness are crucial for organizational success, as Abasilim (2014) notes, while Hitt and Hoskisson (2009) emphasize the role of leadership in envisioning and predicting environmental changes. Jabar

et al.'s (2011) research in Mauritius underscores the positive impact of organizational absorptive capacity, resource availability, and partnerships on manufacturing performance. Wangeci (2013) evaluates the efficiency of Kenya's alcoholic beverage industry's supply chain and supplier relationships

2.3 : Conceptual Framework

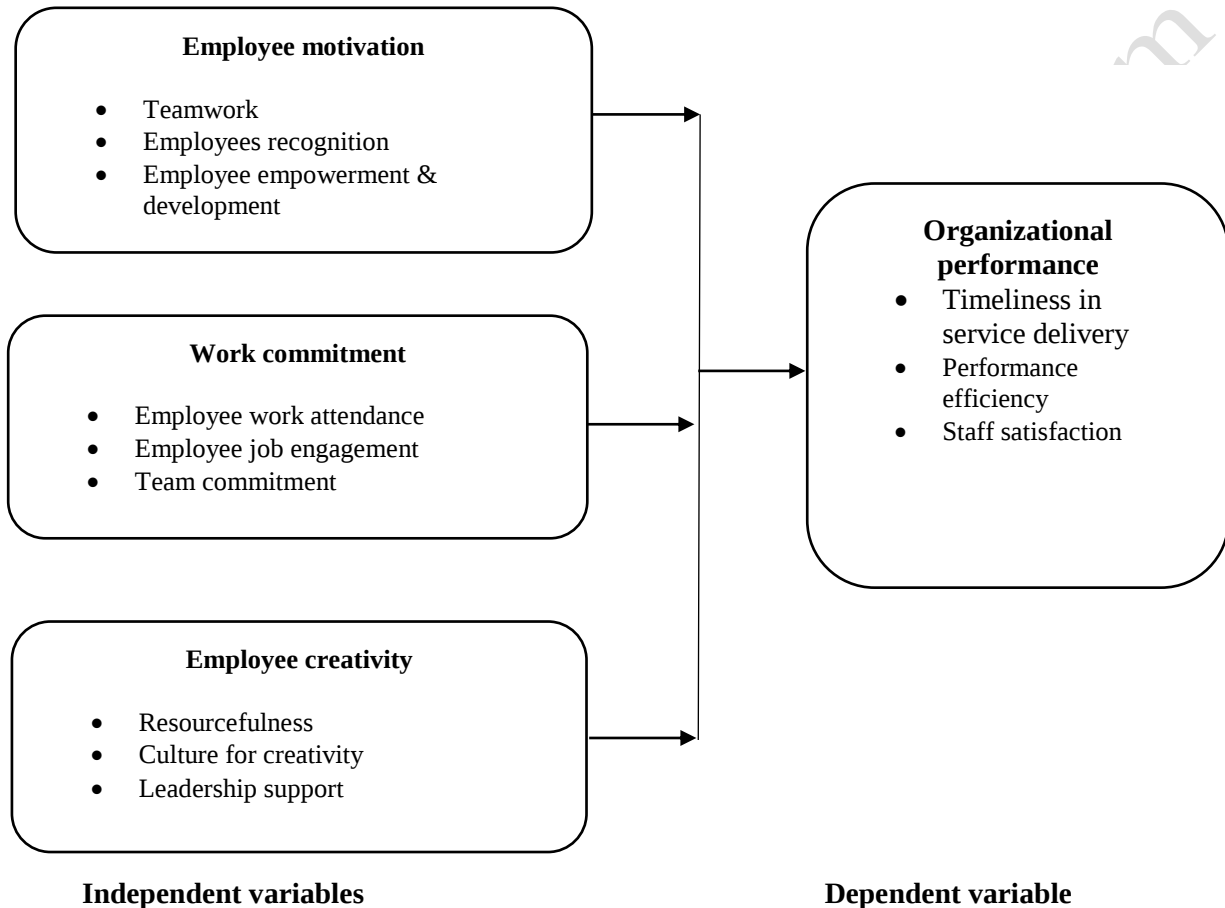


Figure 2.1: Conceptual Framework

Research Methodology

The research design of this study, as outlined by Cooper and Schindler (2014), employed a descriptive methodology, focusing on non-destructive methods such as case studies and surveys to capture data without disrupting the study's natural flow (Mugenda, 2003). The target population comprised 188 employees from the Ministry of Lands, Public Works, Housing, and Urban Development in Kenya, including various categories such as head of departments, administrators, human resource officers, technical staff, and support staff (Ministry of Lands, Human Resource records, 2023). The sample size of 65 respondents was determined using Yamane's formula, with a simple random sampling method applied to ensure unbiased representation (Cooper & Schindler, 2014; Mugenda & Mugenda, 2003). Data collection instruments included a questionnaire with close-ended questions to limit responses and ensure the practicality and efficiency of collecting

demographic data (Olefhile Mosweu, Tshepho Mosweu, 2020). The data collection process involved a systematic approach, starting with obtaining permission and a research permit, posting questionnaires in accessible locations, and using reminders to boost response rates (Forsberg and Rantala, 2020). A pilot study involving seven respondents was conducted to assess the questionnaire's reliability, with the instruments subjected to face, content, and construct validity tests (Gitman, 2019; Yaghmaie, 2003; Marsh, 2002). Additionally, a reliability test using Cronbach's alpha ensured the internal consistency of the research instruments, with a coefficient of 0.7 deemed sufficient for reliability (Cooper and Schindler, 2014; Orodho, 2003). The data analysis involved the use of statistical packages for social sciences (SPSS) software version 26, presenting findings through tables, graphs, and charts. Multiple linear regression models were employed to examine the relationships between independent variables (employee motivation, work commitment, and employee creativity) and the dependent variable (organizational performance) (Shamoo and Resnik, 2003). The regression models took the form of;

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

Where; Y= Organizational performance

β_0 = constant

$\beta_1 X_1$ = Employee Motivation

$\beta_2 X_2$ = Work Commitment

$\beta_3 X_3$ = Employee Creativity

ε = error term

4.0 Results, Findings and Discussions

4.1 Response rate

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

4.2 Descriptive analysis of study variables

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

4.2.1 Employee Motivation

The researcher sought to know effect of employee motivation on organizational performance of ministry of lands, public works, housing and urban development in Kenya. The study required the respondents to rate their opinions on their level of agreement with the statements provided relating to employee motivation. The findings were presented in Table 4.1 as shown below

Table 4.1: Descriptive Statistics for employee motivation			
Statement	N	Mean	Std. Dev
Our ministry has set clear goals that are in line with the vision and mission of the organization.	52	2.8077	.84107
The manager encourages team work among employees of the ministry	52	4.4808	.64140
Employees actively participate in their work, demonstrate enthusiasm, and show a genuine interest in their tasks and responsibilities	52	4.5962	.49545
The manager promotes staff professional development through employee empowerment programs	52	3.0962	.89134
The manager acknowledges and recognizes employees that perform well in their areas of duties for rewards	52	3.1538	1.22690
Valid N (listwise)	52		

When the respondents were asked whether their ministry had clear goals that were in line with the vision and mission of the ministry, majority of the respondents moderately agreed as reflected by a mean= 2.8077 and standard deviation=0.84107. This implies that respondents were skeptical about the concerns the relationship between the goals set and the vision of the ministry. This conforms with the assertion that effectiveness of a vision and goal implementation depends on how well leaders in an organization perceive and clarify the vision and goals, translate them into more specific goals tied to respective units, and then encourage an open learning environment to facilitate the pursuit and successful completion of the vision and goals (Gillen, 2000, Goodman et al., 1994).

Additionally, the study found that management encouraged team work among employees of the ministry to enhance performance of their duties as suggested by a mean = 4.4808 with a standard deviation= 0.64140 of the respondents in strong agreement. Moreover, the study observed that employees actively participated in their work, demonstrated enthusiasm, and showed genuine interest in their tasks and responsibilities as shown by a mean=4.5962 with a standard deviation of 0.49545. This implies that employee teamwork motivated employees to perform their duties as demonstrated from their performance enthusiasm. The findings concur with the views of Bhuvanaiah and Raya (2015) who asserted that it is the responsibility of the managers, leaders and individual employees to motivate fellow employees to perform their tasks effectively and to meet the organizational performance goals.

Furthermore, the findings revealed that majority of the respondents agreed that managers promoted staff professional development through employee empowerment programs like refresher trainings as indicated by the mean=3.0962, standard deviation = 0.89134. This implies that professional development of employees was a key area of manager's focus to make employees undertake their responsibilities appropriately. Finally, on whether the managers acknowledged and recognized

employees that perform well in their areas of duties for rewards, the respondents agreed as suggested by the mean =3.1538 with a standard deviation =1.22690. The high standard deviation implies that the responses were highly varied and widely spread out and hence not closer to the mean. This also signifies that most of the respondents gave varied responses in respect to employee recognition efforts and hence suggests that not most of the employees would be recognized for their efforts when it comes to rewards. The findings validate the views of Cole and Kelly (2011) that emphasized on the importance of integrating powerful motivational incentives to promote good performance by managers and leaders. In addition, Roach and Mack (2014) also contend that transformational leadership enables teams to acquire leadership abilities by paying attention to individual needs and growth, which enhances team performance and results and therefore should be embraced such leaders.

4.2.2 Employee Work Commitment

The study sought to establish how proactive the employees were committed to their work performance and how this impacted on the performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Work attendance, employee job engagement and teamwork commitment were the indicators used on this variable. The respondents were provided with a range of statements and gave their opinion as reflected in the table 4.2 below;

Table 4.2: Descriptive Statistics for work commitment			
Statement	N	Mean	Std. Dev
Our managers emphasizes on employee performance metrics to enhance organizational performance achievement	52	3.6538	1.13560
Manager encourages employees to be deeply engaged in their work assignments	52	3.6154	1.05075
Our employees are have positive and optimistic attitude towards their tasks	52	3.1923	1.23730
Our employees are open to change and embrace new challenges and are not resistant to organizational changes	52	3.4615	1.12827
Manager encourages group member commitment and adaptability to changing job environment	52	3.9423	.93753
Valid N (listwise)	52		

The results in the above table 4.2 show that managers emphasize on employee performance metrics to enhance organizational performance achievement at the Ministry of Lands, Public Works, Housing and Urban Development as indicated by a mean =3.6538 with a standard deviation=1.13560. These results validate the views of Stackhouse, Zaman and Turner (2022) who opined that employee work commitment improves organizational performance and helps firms reach their objectives because committed workers are more productive and committed to their work.

Findings further show that respondents agreed that managers encouraged employees to be deeply engaged in their work assignments as enshrined in the ministry policies with a mean =3.6154 with standard deviation of 1.05075. This implies that most of the respondents gave varied responses that widely spread away from the mean. These findings conform with the fact for an organization to

grow, it essential must prepare and retain engaged personnel who will work harder and do their duties with devotion and passion (Sharma & Dhar, 2019).

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

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

Finally, the findings revealed that managers encouraged group member commitment and adaptability to changing job environment as indicated by a mean = 3.9423 with a standard deviation of 0.93753. The researcher can conclude that most employees at the Ministry lacked individual commitment to their work owing to the fact that it was merely the managers' initiative to improve on performance and not employees'. This is not consistent with the views of Shibru and Darshan (2011) and Stewart (2006), that an organization can increase its effectiveness by providing intellectual stimulation, demonstrating personal care for followers, and encouraging significant behavioral improvements among subordinates.

4.2.3 Employee Creativity

This variable sought to establish the effect of employee creativity on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The variable was measured by six indicators to establish its effect on performance. The results obtained were presented in table 4.3 below based on the opinions of the respondents.

Table 4.3: Descriptive Statistics for employee creativity

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

Findings from the above table 4.3 indicate that the employees neither agreed nor disagreed that managers encouraged creativity among employees due to their neutral position on this statement as depicted by a mean =3.4231 with a standard deviation =1.05433. This suggests that majority of ministry employees felt that they were not encouraged to be creative by the management and were

only left to perform their duties as dictated by ministry policies. The findings go against the views of Khalili (2016), who cited that transformational leaders inspire and empower their followers to take calculated risks and own their outcomes, which in turn helps to harness the creative environment and encourages workers to work creatively.

The study further found that respondents disagreed that managers encouraged supportive culture for creativity among ministry employees as indicated by a mean of 2.4846 and standard deviation =1.26264. This shows that there was no creativity in work performance as suggested by the response, implying that only enshrined guidelines were the norm of conducting work responsibilities and leaving much to desired on how to improve service delivery at the ministry. As can be seen from the observations made by Khalili (2016) that transformational leaders are bound to encourage their team members to consider different approaches to complete tasks in order to generate new and creative ideas. Moreover, the need to inspire employees to come up with new ideas, hence leaders must supply knowledge by modeling employee to learn and change their behavioral approach to perform their duties (Razavi & Ab Aziz, 2017).

Additionally, the study observed that managers were not bound by rigid thinking patterns that dissuade openness to explore new approaches to new tasks and challenges as indicated by a mean of 3.4423 with a standard deviation =1.07400, implying a closeness to the mean. The findings suggest that managers at the ministry were not open to exploring new approaches to task performance as reflected by their rigidity. These results did not agree with the fact that employees are generally inspired to produce creative work through intellectual stimulation as observed by (Bass & Avolio, 1995).

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

4.2.4 Organizational Performance

The dependent variable sought to examine the effect of transformational leadership style on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. this variable was measured by three constructs; timeliness in service provision, performance efficiency and employee job satisfaction. The study required the respondents to give their opinion on a likert scale based on the statements provided relating to organizational performance of the ministry. The results were presented in table 4.4 below;

Table 4.4: Descriptive Statistics for organizational performance			
Statement	N	Mean	Std. Dev
Our ministry has introduced innovative strategies to enhance its performance like digital records	52	4.1538	1.34870
Our ministry has embraced technology.	52	3.9808	.95979

The organization achieves its performance targets.	52	2.1346	1.35802
Our ministry strategies encourage organizational effectiveness	52	4.3846	.79592
Our ministry adheres to its values and mission statement.	52	3.6818	1.02679
Our ministry offers reward schemes like promotions for employees	52	4.1346	.97073
Our ministry has embraced strategies for employee personal learning and growth	52	3.5382	1.50765
The ministry has elaborate mechanisms to handle employee concerns effectively.	52	3.6481	1.23076
Valid N (listwise)	52		

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

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

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

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

Consequently, the researcher found that the ministry embraces strategies for employee personal learning and growth to enhance their skills and enable them performance their work related duties (mean=3.5382, with standard deviation=1.50765). This is an indication that employees at the Ministry of Lands have opportunities for personal career development through initiatives adopted by their employer. This conforms with the position of Al Khajeh (2018) that a leadership approach that encourages the growth of workers' skills and abilities is a best practice for businesses to enhance its performance objectives.

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

4.3 Inferential Analysis

The study used inferential analysis to establish the relationship between the independent variables (employee motivation, employee work commitment and employee creativity) and the dependent variable (organizational performance). This helped in establishing the extent to which the independent variables affected performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. For this study, the researcher used multiple linear regressions model to examine the relationship between the variables of the study.

4.3.1 Model Summary

The model summary in table 4.5 below indicates that the model was of good fit with an R-square value of 0.821, meaning the independent variables; employee motivation, employee work commitment and employee creativity explained 82.1% of the variation in organizational performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. While the remaining percentage (17.9%) could be as a result of factors not covered in this study.

Table 4.5: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 ^a	.821	.552	2.50702
a. Predictors: (Constant), EC, WC, EM				
b. Dependent Variable: OP				

4.3.2 Analysis of Variance

The analysis of variance (ANOVA) was used to show the overall model significance. For this study, the significance of the model was set up at 95% confidence level with a p-value of <0.05, showing a statistical significance. The results were presented as below in table 4.6;

Table 4.6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.696	3	40.565	3.298	.028 ^b
	Residual	590.362	48	12.299		
	Total	712.058	51			
a. Dependent Variable: OP						
b. Predictors: (Constant), EC, EM, WC						

The results show above that the p-value is less than 0.5, an indication that there was a statistical significance relationship between transformational leadership style and organizational performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya (F=3.298 with a p-value <0.05). The significant F-value indicates that the variation in organizational performance of the ministry is not due to chance but rather is influenced by the independent variables included in

the model. The p-value of .028, which is less than the significance level of <0.05, confirms the statistical significance of the results.

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

4.3.3 Regressions Beta Coefficients

The regression beta coefficients were used to determine the influence of the independent variables on the dependent variable of the study. The beta coefficients allowed the researcher to ascertain which among the employee motivation, work commitment and employee creativity had the greatest influence on performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The results are shown in table 4.7 below;

Table 4.7: Regression Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15.463	6.511		2.375	.000		
	EM	.367	.287	.268	1.278	.008	.994	1.006
	WC	-.171	.127	-.188	-1.340	.186	.876	1.142
	EC	.624	.226	.488	2.765	.002	.878	1.139

a. Dependent Variable: OP

From the findings in table 4.9, the regression can be demonstrated as

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

Hence the model therefore becomes;

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

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

On the hand, the second objective was designed to establish the effect of work commitment on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. The regression results show that the unstandardized coefficient value (B) for employee work commitment is -0.171. This suggests that for every one-unit increase in employee work commitment, organizational performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya will significantly will significantly decrease by 0.171 units. The standard coefficient value (B) is -0.188, implying that employee work commitment has a moderate negative significant effect on performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Furthermore, the T value of -1.340, at p-value = 0.186, is greater than $p < 0.05$ is not significant, an indication that the relationship between employee work commitment and organizational performance is not likely to improve performance. In conclusion, the researcher observed that the findings underscore the significance of emphasizing on employee work commitment, as a measure to improve organizational performance of the Ministry of Lands, Public Works, Housing and Urban Development. Therefore, the management and the government in general, should be proactive to formulate strategies and policies that address work performance and not work commitment. Additionally, the study observes that there is need for robust measures to be undertaken to foster collaborative approach to address concerns that affect employee commitment to their work roles. The third objective, sought to identify the effect of employee creativity on the organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. From the regression results displayed in table 4.9, it is evident that there a strong significant relationship between employee creativity and organizational performance, as indicated by the regression unstandardized coefficient (B) of 0.624. This suggests that for one –unit increase in employee creativity, organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya will increase by 0.624 units. The standardized coefficient (B) is 0.488, an indication that employee creativity has a strong positive effect on organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Since the p-value is $p = 0.002$ which is less than $p < 0.05$, there is sufficient evidence to conclude that there is significant relationship between employee creativity and organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Moreover, the T-value is 2.765 at p-value = 0.002, which is less than $p < 0.05$, is highly significant, an indication that the relationship between employee creativity and organizational performance is robust and is unlikely due to chance. In summary, the findings show that employee motivation plays a significant role in determining the organizational performance of the ministry. Hence, higher levels of employee creativity are associated with better performance of the Ministry of Lands, Public Works, Housing and Urban Development in Kenya. Encouraging creativity among employees is critical in enhancing organizational performance which goes hand in hand with creating conducive and supportive work environment that encourages access to resources, information and offers learning and development programs that can help to cultivate and nurture employee creative capabilities in their workplace. Therefore, the study concludes, that management and policy makers need to emphasize on strategy and policy formulation that fosters creativity among employees for them to achieve better performance.

5.0 Conclusion and Recommendations of the Study

5.1 Conclusion of the Study

Based on the findings of this study, several conclusions can be made regarding organizational performance of the Ministry of Lands, Public Works, Housing and Urban Development with regard to transformational leadership style. It is generally envisaged that transformational leaders for conducive relationship with their subjects, in form building formidable work ethics, teamwork and rewards for sterling performance. As one of the key areas of emphasis, by a transformational leader, employee motivation as an essential component enhances organizational performance. Striving to have employee motivation programs for rewarding employee's efforts are very vital to any organization that desires to have a good performance metrics. Though transformational leadership do encourage, employee commitment to work roles, it merely contributes significantly to the overall organization performance, therefore, these leaders need to focus on performance metrics of the employees. Encouraging transformational leaders to concentrate on key areas of employee performance is of great significance to the ministry in general. Additionally, integrating employee creativity in the organization, significantly influence performance and therefore transformational leaders should lay emphasis for strategies that nurture creativity among their subordinates. By cultivating and nurturing employee motivation and creativity, organizations in general wre bound to realize improvement in their organizational performance which is a key attribute of transformational leaders.

5.2 Recommendations of the Study

Based on the key findings of this study, several recommendations can be made to support organizational performance of Ministry of Lands, Public Works, Housing and Urban Development in Kenya;

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

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

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

5.3 Suggestions for further studies

It is worth noting that these findings are in context to the Ministry of Lands, Public Works, Housing and Urban Development in Kenya and therefore may not be generalized to other sectors or regions.

Further research across other sectors and regions would provide more insightful and comprehensive understanding and knowledge of the relationship between transformational leadership style and organizational performance. Leadership is an important calling that leaders ought to appreciate, how these leaders manage both the human and non-human resources is critical to organizational success. Therefore, the researcher further suggests that more studies can be on the effect of leadership attributes on sustainable performance of government ministries in Kenya.

REFERENCES

- [1]. Abasilim, U. D. (2014). *Transformational leadership style and its relationship with organizational performance in Nigerian work context*. Abuja: University of Ibadan.
- [2]. 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 and Educational Planning*, 66(4), 505-519.
- [3]. Akinyemi, F. O., & Adejumo, O. O. (2018). Government policies and entrepreneurship phases in emerging economies: Nigeria and South Africa. *Journal of Global Entrepreneurship Research*, 8(1), 35.
- [4]. Al Khajeh, E. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 3(4), 54-81.
- [5]. Anastasiadou, H. B. (2011). *Research design: Qualitative, quantitative, and mixed method approaches* (4th ed.). Thousand Oaks: Sage.
- [6]. Anjali, K. T., & Anand, D. (2015). *Intellectual stimulation and job commitment: A study of IT professionals*. New York: Juta.
- [7]. Avolio, B. J., & Bass, B. M. (1995). Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *The Leadership Quarterly*, 6(2), 199-218.
- [8]. Avolio, B., & Yammarino, F. J. (2002). *Introduction to an overview of transformational and charismatic leadership*. New York: Free Press.
- [9]. Azka, G., Tahir, M., Aslam, M., & Syed, T. (2011). *Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership*. Delhi: Oxford University Press.
- [10]. Basit, A., Sebastian, V., & Hassan, Z. (2017). Impact of leadership style on employee performance (A Case study on a private organization in Malaysia). *International Journal of Accounting & Business Management*, 5(2), 112-130.
- [11]. Bass, B. (1985). *Leadership and performance beyond expectation*. New York: Free Press.
- [12]. Bass, B. (1990). *A handbook on leadership: Theory research and managerial applications* (3rd ed.). New York: Free Press.
- [13]. Bass, B. M. (2004). *Leadership and performance beyond expectations*. New York: Collier Macmillan.
- [14]. Bass, B., & Avolio, B. (2013). *Transformational leadership and organizational culture*. Ontario: Juta.
- [15]. Bass, H. A., & Avolio, H. J. (2004). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks: Sage.
- [16]. Bennis, W. (1984). The four competencies of leadership. *Training and development journal*, 38(8), 14-19.



- [17]. Bhargavi, S., & Yaseen, A., (2016). Leadership Styles and Organizational Performance. *Strategic Management Quarterly*, 4(1), 87–117. <https://doi.org/10.15640/smq.v4n1a5>
- [18]. Bhat, A. B., Rangnekar, S., & Barua, M. (2013). *Impact of transformational leadership style on organizational learning*. Delhi: Cengage.
- [19]. Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research*, 3(1), 54-68.
- [20]. Brewster, C., Sparrow, P., & Vernon, G. (2017). *International human resource management*. London: Chartered Institute of Personnel and Development.
- [21]. Bryman, A., & Bell, E. (2003). *Business research methods* (3rd ed.). New York: Free Press.
- [22]. Burns, R. B., & Burns, R. A. (2008). *Business research methods and statistics using SPSS*. London. Sage.
- [23]. Chen, L.Y. (2004). *Examining the effect of organization culture and leadership behaviors on employee performance*. Los Angeles: Basic Books.
- [24]. Chou, H.-W., Lin, Y.-H., Chang, H., & Chuang, W. (2013). Transformational leadership and team performance: The mediating roles of cognitive trust and collective efficacy. *Sage Open*, 3(3), 1-10.
- [25]. Choudhary, A., Akhtar, S., & Zaheer, A. (2013). *Impact of transformational and servant leadership on organizational performance: A comparative analysis*. Washington: Cole.
- [26]. Cook, S., & Campbell, B. (2011). *The cultural implications of empowerment*. *Empowerment in Organizations*, 2(1), 9-13.
- [27]. Cooper, D. R., & Schindler, P. S. (2014). *Business research methods* (10th ed.). New Delhi: Tata McGraw-Hill Publishing Company Limited.
- [28]. Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed method approaches* (4th ed.). Thousand Oaks: Sage.
- [29]. De Jong, S. B., & Bruch, H. (2013). The importance of a homogeneous transformational leadership climate for organizational performance. *Journal of Leadership Studies*, 8(1), 1-18.
- [30]. Fiedler, F. (1996). Research on leadership selection and training: One view of the future. *Administrative Science Quarterly Journal*, 2(5), 241-50.
- [31]. Gonye, J., & Moyo, T. (2013). African nationalist transformational leaders: Opportunities, possibilities and pitfalls in African fiction and politics. *Journal of African Studies and Development*, 5(6), 125-134.
- [32]. Hasan, E., Khajeh, A., Abu, M., & Asaari, H. (2018). Impact of Leadership Styles on Organizational Performance. *Journal of Human Resources Management Research*, 2018(2166-0018), 2166–2184. <https://ibimapublishing.com/articles/JHRMR/2018/687849/687849-1.pdf>
- [33]. Imoka, C. M. (2014). The Case for an African Centered Education System in Africa: A Case Study on African Leadership Academy, South Africa. University of Toronto (Canada).
- [34]. Kerubo, S. (2022). Effect of financial literacy on financial independence among retirees of public Universities in Western Kenya region (Doctoral dissertation, Maseno University).
- [35]. Koskei, J. C., & Otinga, H. N. (2021). Influence of Internal Audit Standards on Financial Sustainability in County Governments; A Case of Kericho County Government, Kenya. *IOSR Journal of Economics and Finance*, 12(4-3), 49-56.
- [36]. Kuhnert, K. W. (1994). Transforming leadership: Developing people through delegation.
- [37]. Kwan, M. P. (2009). From place-based to people-based exposure measures. *Social science & medicine*, 69(9), 1311-1313.



- [38]. Luu, D. T., & Phan, H. V. (2020). The effects of transformational leadership and job satisfaction on commitment to organisational change: a three-component model extension approach. *The South East Asian Journal of Management*.
- [39]. Munga, B., Momanyi, C., & Omari, S. (2021). Effect of strategic leadership styles on organizational performance of county governments in Kenya: A focus of Lake Region economic bloc counties. *International Academic Journal of Human Resource and Business Administration*, 3(10), 89-111.
- [40]. Munga, B., Momanyi, C., & Omari, S. (2021). Effect of strategic leadership styles on organizational performance of county governments in Kenya: A focus of Lake Region economic bloc counties. *International Academic Journal of Human Resource and Business Administration*, 3(10), 89-111.
- [41]. Munyasi, F. N. (2022). Influence of Strategic Leadership on Employee Performance in Government Ministries in Kenya (Doctoral dissertation, University of Nairobi).
- [42]. Muriithi, J. G., & Charles, M. (2023). Career Planning Programs and Employees' Performance in Milling Industries in Kenya. A Case Of Unga Group Limited. *International Journal of Social Science and Humanities Research (IJSSHR)* ISSN 2959-7056 (o); 2959-7048 (p), 1(1), 633–647. <https://doi.org/10.61108/ijsshr.v1i1.52>
- [43]. Mwambazambi, K., & Banza, A. K. (2014). Developing transformational leadership for sub-Saharan Africa: Essential missiological considerations for church workers. *Verbum et ecclesia*, 35(1), 1-9.
- [44]. Nasir, J., Ibrahim, R. M., Sarwar, M. A., Sarwar, B., Al-Rahmi, W. M., Alturise, F., ... & Uddin, M. (2022). The effects of transformational leadership, organizational innovation, work stressors, and creativity on employee performance in SMEs. *Frontiers in Psychology*, 13, 772104.
- [45]. Nyagaka, W. (2013). The Impact of Core Capital on the Profit Ability of Commercial Banks in Kenya (Doctoral dissertation, University of Nairobi,).
- [46]. Omolayo, B. (2004). Influence of job variables on workers commitment and satisfaction in four selected Nigerian manufacturing industries .unpublished thesis, University Ado Ekiti.
- [47]. Omollo, J. (2022). Risk Management and Financial Performance of General Insurers in Kenya (Doctoral dissertation).
- [48]. Ondari, J. N. (2019). Effect of Transformational Leadership Style on Organisational Performance of State Corporations in Kenya (Doctoral dissertation, JKUAT-COHRED).
- [49]. Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. *Academy of Management journal*, 49(2), 327-340.
- [50]. Redmond, P., Abawi, L., Brown, A., Henderson, R., & Heffernan, A. (2018). An online engagement framework for higher education. *Online Learning Journal*, 22(1), 183-204.
- [51]. Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of management*, 35(3), 718-804.
- [52]. Sharma, R. D., & Jyoti, J. (2006). Job satisfaction among school teachers. *IIMB Management Review*, 18(4), 349-363.
- [53]. Shibru, B., & Darshan, G. M. (2011). Transformational leadership and its relationship with subordinate satisfaction with the leader (The case of leather industry in Ethiopia). *Interdisciplinary Journal of Contemporary Research in Business*, 3(5), 686-697.

