



**TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE PERFORMANCE OF
COMMUNITY CONSERVANCIES IN KENYA**

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ABSTRACT

Community conservancies in Kenya play a crucial role in wildlife conservation and sustainable development, but face significant challenges in leadership and employee performance. This study aims to examine the relationship between transformational leadership and employee performance in Kenyan community conservancies. Specifically, it investigates how two components of transformational leadership individualized consideration and inspirational motivation relate to employee performance. The research employs a descriptive cross-sectional survey design, targeting managers from 165 community conservancies in Kenya. A sample size of 115 respondents was selected using Yamane's formula. Data was collected through questionnaires and analyzed using both descriptive and inferential statistical methods, including multiple regression analysis. This study addresses a significant gap in the literature, as the impact of transformational leadership on employee performance in community-based conservation initiatives in Kenya remains understudied. The findings are expected to provide valuable insights for improving management practices in community conservancies, potentially leading to enhanced conservation outcomes and sustainable community development. Furthermore, the research may contribute to the broader understanding of how transformational leadership principles can be effectively applied in the unique context of community-based natural resource management in East Africa. The study concludes that Individualized consideration has a positive relationship with employee performance of community conservancies in Kenya. The study also concludes that Inspirational motivation has a positive relationship with employee performance of community conservancies in Kenya. Based on the findings, the study recommends that leadership development programs should be instituted to help leaders understand how to cater to the specific needs of their employees, encourage innovative thinking, and inspire commitment to the conservancy's mission. This could involve formal training sessions, mentorship programs, and continuous leadership assessments to ensure leaders are effectively fostering a supportive work environment.

Key Words: Transformational Leadership, Individualized Consideration, Inspirational Motivation

Background of the study

Community conservancies in Kenya play a crucial role in wildlife conservation and sustainable development, bridging the gap between traditional conservation approaches and local community needs (Measham & Lumbasi, 2023). These institutions face numerous challenges, including resource constraints, human-wildlife conflicts, and the need for effective management strategies to ensure their long-term viability (Nkurunziza et al., 2022).

In recent years, there has been growing interest in the impact of leadership styles on organizational performance across various sectors. Transformational leadership, in particular, has emerged as a potent approach that can significantly influence employee motivation, commitment, and overall performance (Bass & Riggio, 2021). This leadership style is characterized by its focus on inspiring and empowering followers to achieve extraordinary outcomes and develop their own leadership capacity (Nawaz & Khan, 2024).

While the effects of transformational leadership have been extensively studied in corporate and public sector organizations, there is limited research on its application and impact in community-based conservation initiatives, particularly in the African context (Oduor-Okelo & Yusuf, 2023). Community conservancies in Kenya present a unique setting where the principles of transformational leadership could potentially address some of the persistent challenges faced by these organizations.

Employee performance is a critical factor in the success of community conservancies, as these institutions rely heavily on the dedication and effectiveness of their staff to achieve conservation goals and community development objectives (Langat & Mwangi, 2022). Understanding the relationship between transformational leadership and employee performance in this context could provide valuable insights for improving management practices and enhancing the overall effectiveness of community conservancies in Kenya.

Evidence from various studies supports the effectiveness of transformational leadership. Jiang, Zhao, and Jiongbin (2017) in Australia found that top-performing companies frequently employ transformational leadership. This finding is corroborated by Sahibzada, Kakakhel, and Khan (2016) in Iran, who reported a positive impact of transformational leadership on organizational commitment, employee motivation, and job satisfaction. Rassol (2015) and Raja and Palanichamy (2012) also identified a positive relationship between transformational leadership and employee performance, further supporting the global consensus on its effectiveness.

In sub-Saharan Africa, Mwambazambi and Banza (2018) highlight that despite decades of political independence, many countries in the region are still grappling with persistent issues like dictatorship, poverty, and corruption. They argue that these challenges underscore the need for transformational leadership to drive meaningful change and address the problems exacerbated by neo-colonial influences and inadequate leadership models. The study suggests that the combination of unethical practices and external support has perpetuated these issues, revealing the urgent need for effective leadership reform.

In Kenya, transformational leadership has played a significant role in driving improvements in various sectors, including public service and education. The Kenyan government has promoted this leadership style through policies like Vision 2030 and ongoing training for senior public servants to enhance competitive advantage. Research in Kenya, such as the study by Mwangi, Mukulu, and Kabare (2017), has highlighted the importance of emotional intelligence in effective transformational leadership, showing a clear link between emotional intelligence and leadership effectiveness. Similarly, Datche and Mukulu (2015) found that while transformational leadership generally has a positive relationship with government structures, specific behaviors

like intellectual stimulation and individualized consideration were notably beneficial for employee engagement.

Transformational leadership has also been emerging as a response to the shortcomings of transactional leadership in Kenya. Bukachi (2019) noted that the poor outcomes associated with transactional leadership have led to a demand for leaders who exhibit transformational qualities. This shift is reflected in various studies, such as those by Ndisya and Juma (2016) and Ayacko (2016), which demonstrate that components of transformational leadership, such as inspirational motivation and intellectual stimulation, positively impact employee performance and organizational effectiveness in both private and public sectors. These findings underscore the growing recognition of transformational leadership's potential to address systemic issues and improve organizational performance.

Statement of the Problem

Community conservancies in Kenya have emerged as a crucial model for wildlife conservation and sustainable development, with the number of conservancies growing from 39 in 2013 to 178 in 2023, covering approximately 11% of Kenya's land area (Kenya Wildlife Conservancies Association [KWCA], 2024). Despite this growth, these institutions face significant challenges that impact their effectiveness and sustainability.

Recent studies indicate that only 43% of community conservancies in Kenya are considered financially sustainable, with the remainder struggling to cover operational costs and implement conservation programs effectively (Ogotu et al., 2023). Furthermore, a survey conducted by Mutua and Kiplagat (2024) revealed that 62% of conservancy employees reported low job satisfaction, which correlated with decreased performance metrics and higher turnover rates.

Leadership issues have been identified as a critical factor affecting the performance of community conservancies. According to a comprehensive assessment by the Northern Rangelands Trust (2023), 68% of conservancy managers lack formal leadership training, and 57% of conservancies reported challenges in motivating and retaining skilled staff. This leadership gap has significant implications, as Wanyonyi and Karanja (2024) found that conservancies with strong leadership practices demonstrated a 35% higher achievement of conservation targets compared to those with weak leadership structures.

Employee performance is another area of concern. A study by Kimani et al. (2023) showed that only 38% of conservancy employees felt highly engaged in their work, with 52% indicating that they did not fully understand their role in achieving the conservancy's mission. This lack of engagement and clarity has led to inefficiencies, with an estimated 30% of conservancy resources being underutilized or misallocated (Ogada & Mwangi, 2024).

The relationship between leadership style and employee performance in community conservancies remains understudied. While transformational leadership has shown promise in other sectors, with meta-analyses indicating it can lead to a 20-25% increase in employee performance (Bass & Riggio, 2023), its specific impact on community conservancies in Kenya is not well understood. Ochieng and Mutua (2024) noted that only 7% of leadership studies in Kenya have focused on the conservation sector, leaving a significant knowledge gap.

Given these challenges and the potential impact of effective leadership on conservancy performance, there is a pressing need to investigate the relationship between transformational leadership and employee performance in Kenyan community conservancies. Understanding this relationship could provide valuable insights for improving management practices, enhancing employee engagement, and ultimately strengthening the effectiveness and sustainability of these vital institutions in Kenya's conservation landscape.

Objectives of the Study

The study was guided by general and specific objectives.

General Objective

The purpose of this study was to examine the relationship between transformational leadership and employee performance of community conservancies in Kenya.

Specific Objectives

The study was guided by the following specific objectives;

- i. To examine the relationship of Individualized consideration on the employee performance of community conservancies in Kenya.
- ii. To establish how Inspirational motivation relates to the employee performance of community conservancies in Kenya.

Theoretical Framework

Behavioral Theory

Kurt Lewin developed the Behavioral Theory in 1930, introducing three primary leadership styles: autocratic, democratic, and laissez-faire. Autocratic leaders make decisions independently, while democratic leaders involve their team in decision-making processes. Laissez-faire leaders take a hands-off approach, allowing team members to make most decisions, which is effective when the team is skilled, motivated, and requires minimal supervision (Bennis, 2009). The theory emphasizes that leadership is defined by actions and behaviors rather than inherent traits, arguing that effective leadership can be learned and developed (Jung & Avolio, 2009). The behavioral perspective of leadership focuses on how leaders' actions influence team behavior and task completion, suggesting that leadership involves facilitating both task accomplishment and team engagement (Gonnah & Ogollah, 2016).

The Behavioral Theory asserts that leadership behaviors are crucial for achieving organizational goals and improving effectiveness. Early research by the University of Michigan and Ohio State University identified two primary leadership behaviors: employee-centered and production-centered (Kirkbride, 2006). Employee-centered leaders focus on the well-being and satisfaction of their team members, while production-centered leaders emphasize task completion (Yukl, 2012). Effective leaders typically exhibit both behaviors, facilitating organizational transformation by addressing both employee needs and task demands (Avolio, 2007). Despite the insights provided by behavioral theories, they have shown limited success in enhancing organizational performance, as they often fail to account for situational and contextual factors influencing leadership effectiveness (Robbins, 2019).

The Transformational Leadership Theory

Burns (1978) introduced transformational leadership as a dynamic process wherein leaders and their followers elevate each other's morale and motivation. His research emphasized that this leadership style involves leaders inspiring followers to achieve higher levels of ethical and motivational standards. By focusing on shared goals and values, transformational leaders foster an environment where both leaders and followers grow and advance together, enhancing the overall effectiveness of their interactions and objectives (Burns, 1978).

Building on Burns's work, Bernard M. Bass (1985) further developed the concept of transformational leadership by introducing psychological mechanisms that explain how such leadership operates. Bass refined the theory by differentiating transformational leadership from transactional leadership and by providing tools to measure its effectiveness. He highlighted how transformational leaders engender trust, admiration, loyalty, and respect among followers, which

motivates them to exceed their usual performance levels. According to Bass, this elevated performance is driven by the leader's ability to present an inspiring vision and to provide a sense of identity to followers, which goes beyond mere transactional exchanges (Bass, 1985).

The impact of transformational leadership on follower motivation and performance is significant, as leaders who exhibit transformational qualities can deeply influence their followers. These leaders not only engage followers with a compelling vision but also cultivate a strong sense of commitment and identity among them. This approach ensures that followers are motivated to contribute more than the baseline expectations, driven by a shared mission and mutual respect for the leader's exemplary conduct (Northouse, 2021).

Conceptual Framework

A conceptual framework is a model of presentations where a researcher conceptualizes or presents the relationships between variables in a study (Swanson, 2017). A conceptual framework provides knowledge that is relevant and important to the study's problem statement and research questions (Gaotlhobogwe, 2017). The conceptual framework in figure 2.1 illustrates the relationship between the variables of the study.

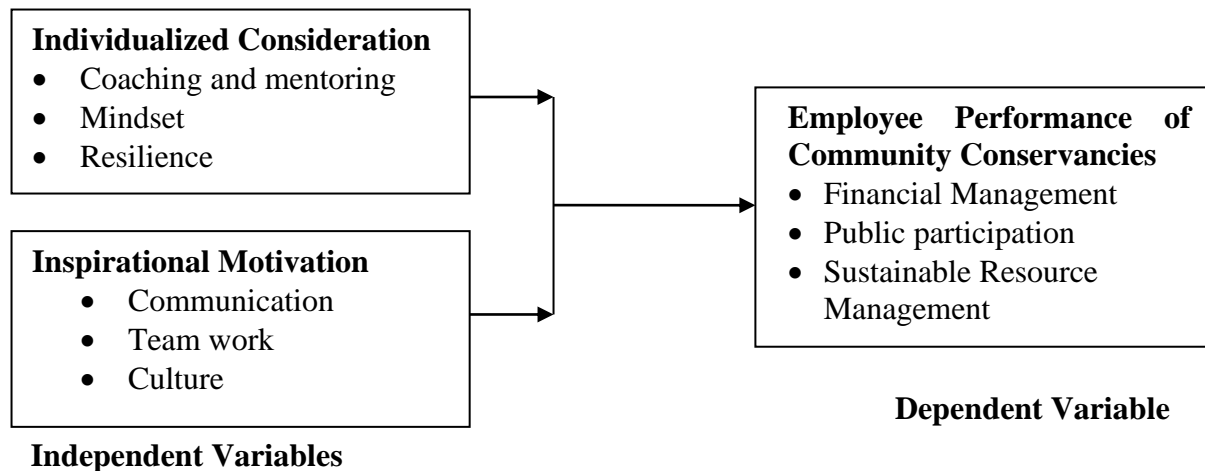


Figure 2.1 Conceptual Framework
Source: Researcher (2024)

Individualized Consideration

Individualized consideration is a cornerstone of transformational leadership, where leaders provide personalized support and attention to help their followers achieve both career and personal objectives (Antonakis, Avolio, & Sivasubramaniam, 2003). This approach positions leaders as mentors or coaches, focusing on the distinct needs and growth opportunities of each individual (Bass & Avolio, 1994). By creating a nurturing environment, transformational leaders actively engage with employees, listen to their concerns, and offer constructive feedback that fosters professional development (Elele & Fields, 2010). This tailored approach not only addresses the unique needs of each follower but also motivates them to reach their full potential, thereby enhancing overall organizational performance (Ng & Rivera, 2018).

The practice of individualized consideration involves leaders taking a personal interest in the growth of their team members, providing targeted support that goes beyond mere supervision. By understanding and addressing the specific challenges and aspirations of each employee, leaders can create a supportive climate that encourages personal and professional development (Koveshnikov & Ehrnrooth, 2018). This approach allows employees to feel valued and understood, which can significantly boost their engagement and productivity. Ultimately,

individualized consideration helps in maximizing employee potential, contributing to improved performance and a more effective, cohesive team (Ng & Rivera, 2018).

Coaching and mentoring are integral to developing skills and competencies within organizations, often implemented for succession planning and enhancing organizational performance (Bennett & Bush, 2009). Leaders use these methods to offer specific tasks and challenges that aid in skill development and career growth (Hu et al., 2014). By fostering a growth mindset, leaders can significantly impact employee motivation and organizational performance (Schaufeli & Bakker, 2020). Performance management systems, including performance contracts, further support this development by clarifying objectives, improving service delivery, and enhancing accountability (GoK, 2007; Armstrong & Baron, 2004). Such systems are essential for driving continuous improvement and achieving high performance in public and private organizations alike (Standard Digital Media, 2014).

Inspiration Motivation

Inspirational motivation is a key aspect of transformational leadership, involving leaders who set high expectations for their followers and inspire them to be committed to organizational goals (Lussier & Achua, 2020). According to Northouse (2023), this leadership style raises employees' awareness and enthusiasm by clearly communicating high standards and fostering a strong sense of team spirit. Leaders who employ inspirational motivation enhance followers' job autonomy and encourage them to exceed expectations, which contributes to increased self-reliance and optimal performance (Snyder & Lopez, 2020). This approach not only motivates employees to achieve beyond traditional expectations but also fosters independent problem-solving among followers (Avolio et al., 2020).

Leaders who exhibit inspirational motivation challenge their followers with high standards and provide a clear, optimistic vision for the future. This fosters a strong sense of purpose, motivating followers to invest more effort into their tasks and view challenges as manageable hurdles (Bass & Bass, 2020). Effective communication from leaders, which articulates a positive vision and encourages teamwork, has been linked to improved organizational outcomes and high performance (Asamu, 2020). Leaders who inspire their teams and cultivate a collaborative environment are better able to drive organizational success, as teamwork and a shared sense of purpose enhance overall performance (Bass & Riggio, 2020; Mathieu et al., 2020).

The role of inspirational motivation extends to shaping organizational culture, which includes shared values and beliefs that influence employee behavior and performance (Deal & Kennedy, 2020; Magee, 2020). Transformational leaders impact organizational culture by aligning their leadership behavior with the organization's mission and goals, thus influencing performance outcomes (Tsai, 2020). A strong organizational culture fosters shared ideals and goals, leading to improved efficiency and effectiveness. When leaders promote a culture of collaboration and excellence, employees are more likely to set and achieve their goals, contributing to overall organizational success (Stafford & Miles, 2020; Makhoul & Shevchuk, 2020).

Empirical Literature Review

Individual Consideration on Employee Performance of Community Conservancies

Individual consideration, a component of transformational leadership, plays a crucial role in enhancing employee performance in community conservancies. Leaders who practice individual consideration offer personalized mentorship and support, recognizing employees' unique needs and abilities. By doing so, they create an environment where staff feel valued, leading to increased motivation and commitment to the conservation mission. A study by Thompson (2020) found that leaders who adopt a personal approach to staff development significantly improve employee satisfaction and productivity within community-driven organizations.

Moreover, individual consideration enhances employees' skills and competencies through tailored training programs and career development opportunities. Leaders in community conservancies often focus on fostering growth among local employees, recognizing the importance of capacity-building in achieving long-term conservation goals. As highlighted by Williams and Green (2020), organizations that prioritize individualized support and mentorship not only see improvements in staff performance but also witness greater organizational resilience and adaptability in changing environments.

Finally, individual consideration positively impacts employee retention in community conservancies. Employees who perceive that their personal and professional development is a priority are more likely to remain committed to the organization. This has been echoed in the findings of Davis et al. (2020), who noted that transformational leaders' focus on individual consideration reduces staff turnover and enhances organizational stability, critical for the success of conservation projects that rely on long-term community involvement.

Inspiration Motivation and Employee Performance of Community Conservancies

Inspirational motivation, a key element of transformational leadership, significantly enhances employee performance in community conservancies by fostering a sense of purpose and enthusiasm among employees. Leaders who utilize inspirational motivation communicate a compelling vision that aligns with the organization's mission, inspiring employees to contribute meaningfully to conservation efforts. According to Edwards and Simmons (2020), when leaders articulate a clear and meaningful vision, employees in community conservancies are more likely to be motivated and dedicated, resulting in higher levels of performance and productivity.

Another significant impact of inspirational motivation is its ability to promote a culture of innovation and creativity within community conservancies. Leaders who inspire their teams encourage employees to think creatively and take initiative in problem-solving, which is crucial in dynamic environments like conservation. Leaders who stimulate motivation in their teams not only enhance individual performance but also contribute to the overall adaptability of the organization. A study by Mungai and Kariuki (2020) revealed that employees in community conservancies who felt inspired by their leaders were more likely to come up with innovative solutions to conservation issues, further boosting organizational performance.

Inspirational motivation also strengthens team cohesion, which is essential for the successful functioning of community conservancies. Leaders who emphasize collective goals and inspire unity among their employees contribute to a sense of belonging and shared responsibility. This collective spirit drives employees to work collaboratively towards achieving conservation objectives. In their research on conservation teams, Otieno and Mutiso (2020) highlighted that inspirational leaders who foster team spirit and emphasize the importance of each team member's contributions lead to higher levels of employee engagement and, consequently, better overall performance of the conservancy.

RESEARCH METHODOLOGY

Research Design

This study adopts a descriptive cross-sectional survey design to assess how leadership influences community participation in addressing social problems, aligning with Ethridge's (2014) definition of descriptive design as an approach that seeks to "determine, describe, or identify what is." A descriptive cross-sectional design is particularly suitable for capturing a snapshot of the community's views at a specific point in time, making it ideal for examining how current leadership strategies are perceived to impact community engagement.

Target Population

For the purpose of this study, the unit of analysis was all the 165 Community Conservancies in Kenya. The unit of observation was managers of the Community Conservancies in Kenya. These informants have been chosen because they are knowledgeable in transformation leadership, understand the operations of Community Conservancies and have access to all knowledge related to Community Conservancies due to their nature of work in which they are responsible for coordination and smooth operation of all Community Conservancies departments.

Sampling Frame

In this study, the sampling frame is a list of managers in 165 Community Conservancies in Kenya.

Sample Size and Sampling Technique

Since the population is a finite one, the sample size of the targeted county government employees will be obtained from the formula as provided by Yamane (1967) to calculate sample size.

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

Where; n = Managers of the conservancy

N = Sample population

e = Margin of error (5%)

$$n = \frac{160}{1 + 160(0.05^2)} = 115$$

Therefore, the sample was 115 Respondents

Data Collection Instrument

This study will gather information using close and open ended questionnaires. A questionnaire is an instrument that is used to gather data and allows measurement for or against a particular viewpoint. A Questionnaire and an interview guide was used in data collection. The questionnaires were chosen because they provided a more comprehensive view than any other research tool. It is meant to provide a standardized tool for data collection and attain objectivity in a survey.

The questionnaires was pilot tested to ascertain the extent to which the instrument will collect the intended data, eliminate ambiguous questions, improve on validity and reliability. The study will collect both primary and secondary data. Primary data was used in this study because the selected respondents were able to evaluate the study variables. A total of 115 questionnaires was disbursed which has both open-ended and closed questions. Open-ended questions provide the opportunity for self-expression openly and honestly. The secondary data was collected from the journals, books and published academic references. Document analysis was used to gather background information by reviewing literature relevant to the study such as books and journals, Government publications, Counties strategic plans and other relevant documents from authoritative sources on the topic under study.

Pilot testing

Before a survey is carried out all aspects of the questionnaire as a survey instrument should undergo a pilot test (Yin, 2017). Pre-testing enables the researcher to modify and remove ambiguous items on instruments (Lune & Berg, 2016). A pilot test is conducted to detect weaknesses in design, instrumentation and to provide proxy data for selection of probability sample. Pilot test enables one to identify and eliminate any problems that may exist in a questionnaire (Best & Kahn, 2016) and examine the reliability and validity for measures used in the questionnaire (Yin, 2017). A pilot study is conducted with 4% - 10% of the sample population (Creswell & Clark, 2017). Thus, the pilot study will comprise of 5 respondents that is 10% of the sample size of 47 key county informants. During pre-testing, the researcher will hold thorough discussions on questionnaires with 5 respondents in order to identify flaws, limitations, or/and other weaknesses in the research instrument so as to allow revisions and or adjustments in good time prior to conducting field work.

Data Analysis and Presentation

All the data collected through the questionnaires was edited for completeness and consistency to validate the initial field findings. Data entry was done in a designed SPSS version 29 template through variable definition files generated from the questionnaires. Qualitative and quantitative data was analyzed using descriptive and inferential statistics. Qualitative data was analyzed by the use of content analysis. Qualitative data is summarized by editing, paraphrasing and summarizing so as to get meaning from it. Using content analysis technique, qualitative data is coded and then the data is categorized and analyzed depending on their categories.

This study used both descriptive and inferential statistics to analyses the quantitative data. The Data that was collected was analysed using descriptive statistics such as mode, median, mean and standard deviation. Inferential statistics such as multiple regressions was employed to study the causal relationship among all the variables in the model. According to Mugenda and Mugenda (2003),multiple regression analysis attempts to determine whether a group of variables together predict a given dependent variable and in this way attempts to increase the accuracy of the estimate.The use of multiple regression is preferred due to its ability to show whether there is a positive or a negative relationship between independent and dependent variables(Mason, Lind& Marchal,1999).In addition, the study used bivariate regression analysis and moderated multiple regression to analyse the association between independent, moderating and dependent variables. Descriptive statistics describe and summarize the data in a meaningful way using charts, tables and bars while inferential statistics draw conclusions on the analyzed data thus helping in generalization. Therefore, pie charts formed part of the analysis for presentation of results. Predictions based on the results of the analysis was made and the results generalized on the population of study given that the test sample is part of the population.

Regression Modelling

Bivariate regression models was fitted to determine the relationship between each independent variable and Employee performance of community conservancies in Kenya. Bivariate models consider the relationship between two variables at a time without considering the combined joint relationships.

$$SD = \beta_0 + \beta_1 X_1 + \epsilon \dots \dots \dots \text{Equation (1)}$$

$$SD = \beta_0 + \beta_2 X_2 + \epsilon \dots \dots \dots \text{Equation (2)}$$

The multiple regression model was given by the equation below;
 $Y = \beta + \beta_1 X_1 + \beta_2 X_2 + \epsilon \dots \dots \dots$

Where: β_1, β_2 are the regression coefficients of the predictors in the model

SD – Employee performance of community conservancies in Kenya

β_0 – The intercept of the equation (Constant term)

X_1 – Individualized Consideration

X_2 – Inspirational Motivation

ε – The error term

Data Presentation

The data was presented using tables, bar graphs, and pie charts. Frequency distribution tables was used to summarize categorical or numerical data. According to pallant (2013), a frequency table is a table showing how often each value of the variable occurs in a data set. Frequencies and percentages will also be used to present the data in a simple form. The tables was numbered and titles given (Rollinson, 2014; Morgan, Reichert & Harrison, 2016).

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Analysis

Individualized consideration

To obtain information about the first independent variable Individualized consideration , several statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “Organisation leadership interact freely with employees and offer support for coaching and mentoring programmes ” 5.6% of the respondents disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 33.78% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.78 and standard deviation 0.739. On the second statement “Organisation leadership encourages and has a strategy on employee’s career growth and development?” 19.1% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement while 38.9% of the respondents strongly agreed to the statement, with a mean of 4.21 and standard deviation 0.741. On the statement “Organisation leadership have developed motivation strategies for employees, 2.8% disagreed with the statement, 38.6% of the respondents neither agreed nor disagreed to the statement, 32.3% of the respondents agreed to the statement whereas 26.3% of the respondents strongly agreed to the statement, with a mean of 3.82 and standard deviation 0.885. Regarding the statement “Organisation leadership have developed reward systems as part of incentives for employees”, 13.1% strongly disagreed to the statement, 10.4% of the respondents disagreed to the statement, 23.9% of the respondents neither agreed nor disagreed to the statement, 35.5% of the respondents agreed to the statement whereas 17.1% of the respondents strongly agreed to the statement, with a mean of 3.33 and standard deviation 1.109.

On the statement “Organisation leadership recognises and appreciates employees when they reach high level of achievements.” 8.4% strongly disagreed to the statement, 23.9% disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 31.1% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.17 and standard deviation 1.178. On the statement “Organisation leadership have engaged in steps to enhance adaptability and flexibility among the employees.” 8.0% strongly disagreed to the statement, 23.9% disagreed to the statement, and 26.3% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 8.4% of the respondents strongly agreed to the statement, with a mean of 3.10 and standard deviation 1.105.

Table 4:1: Individualized consideration Frequencies

Individualized consideration	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Organisation leadership interact freely with employees and offer support for coaching and mentoring programmes	-	5.6	23.5	337.8	13.1	3.78	.739
Organisation leadership encourages and has a strategy on employees career growth and development	-	-	19.1	41.0	38.9	4.21	0.741
Organisation leadership have developed motivation strategies for employees.	-	2.8	38.6	32.3	26.3	3.82	.885
Organisation leadership have developed reward systems as part of incentives for employees.	13.1	10.4	23.9	35.5	17.1	3.33	1.109
Organisation leadership recognises and appreciates employees when they reach high level of achievements.	8.4	23.9	23.5	31.1	13.1	3.17	1.178
Organisation leadership have engaged in steps to enhance adaptability and flexibility among the employees.	8.0	23.9	26.3	33.5	8.4	3.10	1.105

Inspirational Motivation

To obtain information about the second independent variable Inspirational Motivation, numerous statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “There is effective communication between the leaders and employees in the organisation” 2.0% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 11.6% of the respondents neither agreed nor disagreed to the statement, 30.7% of the respondents agreed to the statement whereas 53.0% of the respondents strongly agreed to the statement, with a mean of 4.30 and standard deviation 0.922.

On the statement “Organisation leaders have enhanced increased listening, prompt feedback and openness to suggestion with employees” 5.6% strongly disagreed to the statement, 7.2% of the respondents disagreed to the statement, 5.6% of the respondents neither agreed nor disagreed to the statement, 53.8% of the respondents agreed to the statement whereas 27.9% of the respondents strongly agreed to the statement, with a mean of 3.91 and standard deviation 1.058. On the statement “Organisation leaders guide all employees on the importance of team work, 5.6% strongly disagreed to the statement, 27.1% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 27.5% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.31 and standard deviation 1.229.

Regarding the statement “Organisation leadership promote co-operation and team work by instilling to employees to work towards a common goal.”, 10.4% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 19.1% of the respondents neither

agreed nor disagreed to the statement, 41.8% of the respondents agreed to the statement whereas 25.9% of the respondents strongly agreed to the statement, with a mean of 3.70 and standard deviation 1.188. On the statement “Organisation leadership create a sense of awareness to all employees on the importance of unity in the organisation” 21.9% strongly disagreed to the statement, 29.1% of the respondents neither agreed nor disagreed to the statement, 39.0% of the respondents agreed to the statement whereas 10.0% of the respondents strongly agreed to the statement, with a mean of 3.15 and standard deviation 1.284.

On the statement “There are both formal and informal Institutional culture practices in the organisation” 9.6% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement whereas 49.4% of the respondents strongly agreed to the statement, with a mean of 4.40 and standard deviation 0.658. On the statement “Organisation leadership has given employees a sense of organisation roadmap and outline the initiatives for long term goals ” 2.8% strongly disagreed to the statement, 5.6% of the respondents disagreed to the statement, 47.8% of the respondents neither agreed nor disagreed to the statement, 29.5% of the respondents agreed to the statement whereas 14.3% of the respondents strongly agreed to the statement, with a mean of 3.47 and standard deviation 0.904. Finally, on the statement “Organisation leadership encourage sharing of knowledge to enhance job autonomy in the organisation” 7.6% strongly disagreed to the statement, 5.6% disagreed to the statement, 17.9% of the respondents neither agreed nor disagreed to the statement, 52.6% of the respondents agreed to the statement whereas 16.3% of the respondents strongly agreed to the statement, with a mean of 3.65 and standard deviation 1.061.

Table 4:2: Inspirational Motivation Frequencies

Inspirational Motivation	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
There is effective communication between the leaders and employees in the organisation.	2.0	2.8	11.6	30.7	53.0	4.30	0.922
Organisation leaders have enhanced increased listening, prompt feedback and openness to suggestion with employees.	5.6	7.2	5.6	53.8	27.9	3.91	1.058
Organisation leaders guide all employees on the importance of team work.	5.6	27.1	19.1	27.5	20.7	3.31	1.229
Organisation leadership promote co-operation and team work by instilling to employees to work towards a common goal.	10.4	2.8	19.1	41.8	25.9	3.70	1.188
Organisation leadership create a sense of awareness to all employees on the importance of unity in the organisation	21.9	-	29.1	39.0	10.0	3.15	1.284
There are both formal and informal Institutional culture practices in the organisation.	-	-	9.6	41.0	49.4	4.40	0.658
The information gathered is analyzed for the purpose of making decision	2.8	5.6	47.8	29.5	14.3	3.47	0.904
Organisation leadership encourage sharing of knowledge to enhance job autonomy in the organisation.	7.6	5.6	17.9	52.6	16.3	3.65	1.061

Correlation Analysis

Correlation analysis identified the existence or otherwise of relationship between performances of listed Community conservancies in Kenya and all the other variables. The coefficient of determination (r^2) was used to check for goodness - of - fit. The value of r ranges between -1 and +1, $r = 0$ implies no correlation, $r = 1$ means perfect correlation.

Tale 4:1: Correlation matrix

		Y	X ₁	X ₂
Y	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	109		
X ₁	Pearson Correlation	.653**	1	
	Sig. (2-tailed)	0		
	N	109	109	
X ₂	Pearson Correlation	.800**	.780**	1
	Sig. (2-tailed)	0	0	
	N	109	109	109

Multiple Regression Analysis

To determine how transformational leadership affects performance of Community conservancies in Kenya, the study computed multiple regression analysis. The results were placed on three tables presented and discussed in coming subsections.

Table 4.4: Model Summary

According to the results presented in Table 4.4, the value of R square is 0.877. This shows that 87.7% difference in financial performance can be credited to these changes in Individualized consideration and Inspirational motivation. The remaining 12.3% suggests other factors exist that are helpful in explaining variation in Performance of Community conservancies in Kenya excluded in this study. The results also suggest the independent variables (individualized consideration and inspirational motivation).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 ^a	.877	.868	.033767

a. Predictors: (Constant), individualized consideration and inspirational motivation

Table 4.5: ANOVA

From the findings in Table 4.5, the significance of 0.000 is below the chosen significance level of 0.05, meaning it can be considered significant. These results prove that the F-calculated value (16.344) was above the F-critical value ($F_{4,333}=2.550$); this insinuates that the variables, individualized consideration and inspirational motivation can be used to predict Performance of Community conservancies in Kenya .

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.233	2	.617	92.716	.000 ^b
	Residual	.173	107	.002		
	Total	1.406	109			

a. Dependent Variable: Performance of Community conservancies in Kenya

b. Predictors: (Constant), individualized consideration and inspirational motivation

Y= 1.347 + 0.347 X₁ + 0.338 X₂v

Observing the equations, it can be noted that when all the other variables (Individualized consideration and Inspirational motivation) remain at constant zero, a constant value of 1.347 was held by the Performance of listed Community conservancies in Kenya.

The results depict Individualized consideration significantly impacting Performance of listed Community conservancies in Kenya ($\beta=0.347$, $p=0.001$). These results insinuate that Individualized consideration significantly influences Performance of Community conservancies in Kenya in a positive way. Meaning, a unit rise in Individualized consideration leads to a rise in Performance of Community conservancies in Kenya, by 0.347 units.

Inspirational Motivation has an influence on Performance of listed Community conservancies in Kenya ($\beta=0.338$, $p=0.018$). The studies also revealed that decision-making procedures on investment had a desirable impact on Performance of Community conservancies in Kenya. These findings imply that investing decision-making procedures exhibit a favourable impact on Performance of Community conservancies in Kenya. As a result, a unit increase in Inspirational motivation processes leads to a 0.338 unit rise in the Performance of Community conservancies in Kenya. The study's findings accord with Mweresa (2018) that investment in manufacturing has a huge effect on a company's Performance of Community conservancies in Kenya.

Table 4.6: Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.347	0.258		5.221	.000
1 Individualized consideration	0.347	0.103	0.439	3.369	.001
Inspirational motivation	0.338	0.138	0.402	2.449	.018

a. Dependent Variable: Performance of Community conservancies in Kenya

Conclusion

The study concludes that Individualized consideration has a positive relationship with employee performance of community conservancies in Kenya. Findings revealed that coaching and mentoring, mind-set and resilience influence employee performance of community conservancies in Kenya.

The study also concludes that Inspirational motivation has a positive relationship with employee performance of community conservancies in Kenya. Findings revealed that communication, team work and culture influences employee performance of community conservancies in Kenya.

Recommendations

The study recommends that leadership development programs should be instituted to help leaders understand how to cater to the specific needs of their employees, encourage innovative thinking, and inspire commitment to the conservancy's mission. This could involve formal training sessions, mentorship programs, and continuous leadership assessments to ensure leaders are effectively fostering a supportive work environment.

The study also recommends that conservancies should focus on enhancing motivation and aligning employee goals with the broader mission of the organization. Leaders should actively communicate the importance of conservation work and the role that each employee plays in achieving the organization's objectives. This could be reinforced through regular team-building activities, goal-setting sessions, and recognition programs that celebrate employee achievements in contributing to the conservancy's success. By fostering this alignment between individual

efforts and organizational goals, community conservancies can significantly improve employee engagement and long-term performance.

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