



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. Hence, this study examined the relationship between transformational leadership and employee performance in Kenyan community conservancies. Specifically, it investigated how four components of transformational leadership individualized consideration, idealized influence, inspirational motivation and intellectual stimulation relate to employee performance. The research employed 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. The study found strong, positive and statistically significant relationships between these leadership traits and employee performance, highlighting the importance of transformational leadership in improving motivation, job satisfaction, and overall productivity. Key findings include the significant impact of individualized consideration, which explains 65.3% of employee performance, and the high correlation between intellectual stimulation and other leadership dimensions. The study concluded that transformational leadership plays a critical role in enhancing employee performance, recommending that leaders within conservancies strengthen their leadership skills, foster a culture of innovation, and align employee goals with the organization's broader mission. Suggestions for further research include exploring the long-term impact of transformational leadership, comparing conservancies across different regions, and examining the role of other leadership styles such as transactional and servant leadership in influencing employee performance.

Keywords: *Transformational Leadership, Employee Performance, Community Conservancies, Kenya*

1.0 Background of the study

Community conservancies in Kenya have become central to wildlife protection and community-driven development by connecting traditional conservation models with local livelihood needs (Measham & Lumbasi, 2023). They help secure biodiversity, promote ecotourism, and provide

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social benefits such as education and health support to host communities. Nonetheless, these institutions continue to face operational constraints that threaten their long-term survival. Persistent issues include limited and unpredictable funding streams, increasing human-wildlife conflicts, and weak managerial systems that undermine both conservation and socio-economic objectives (Nkurunziza et al., 2022). These challenges require strong, adaptive leadership capable of mobilizing people, resources, and innovative solutions to sustain conservation gains. Across the world, leadership style has emerged as a critical determinant of organizational performance. Among the various models, transformational leadership has gained prominence for its ability to inspire and empower employees to achieve exceptional outcomes (Bass & Riggio, 2021).

Transformational leaders motivate followers to look beyond routine job demands and commit to a shared vision while developing their capacity to lead (Nawaz & Khan, 2024). In contexts where resources are scarce and organizational objectives depend heavily on motivated teams, transformational leadership provides a powerful alternative to more transactional and compliance-driven leadership models. Transformational leadership drives change by aligning individual and collective aspirations with the organization's mission (Kouzes & Posner, 2012). Leaders exhibiting this style combine ethical role modeling, visionary communication, intellectual stimulation, and personalized support to raise performance levels (Bass & Avolio, 2013). Over the past three decades, it has become a cornerstone of organizational behavior research, often outperforming transactional leadership in driving motivation, creativity, and loyalty (Banks et al., 2016; Hoch et al., 2018). Its core behaviors-idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration-collectively shape empowered and engaged workforces that can thrive even in challenging environments.

Globally, transformational leadership has shown consistent positive effects on job satisfaction, commitment, and performance across industries (Yahaya & Ebrahim, 2016; Sun, Chen, & Zhang, 2017). Studies in Turkey, the USA, and Australia report strong links between this leadership style and superior organizational outcomes (Jiang, Zhao, & Jiongbin, 2017; Rassol, 2015). In Africa, scholars highlight the urgent need for transformational leadership to counter weak governance and support institutional renewal (Mwambazambi & Banza, 2018; Gonye & Moyo, 2017). Successful applications in Egypt, Libya, Uganda, and Nigeria demonstrate that when leaders provide ethical direction and personal support, employee performance and organizational resilience improve (Bottomley et al., 2016; Mukwenda, 2017).

Kenya has actively promoted transformational leadership in public service and education to meet development goals such as Vision 2030. Empirical studies show that leaders who display emotional intelligence and intellectual stimulation achieve better engagement and outcomes in public and private sectors (Mwangi, Mukulu, & Kabare, 2017; Datche & Mukulu, 2015). The shift away from transactional models has been linked to improvements in staff motivation, innovation, and retention (Bukachi, 2019; Ndisya & Juma, 2016). Transformational leadership has been credited with enhancing organizational performance in diverse settings, including banks, universities, and non-governmental organizations (Amin, 2016; Mbithi, K'Obonyo, & Awino, 2016). Despite these advances, the conservation sector remains underexplored, with limited understanding of how this leadership approach can address its unique workforce and operational challenges.

Although transformational leadership has been widely studied in business and government institutions, limited attention has been paid to its role in community-based conservation, where unique operational and social dynamics exist. Kenya's conservancies rely on motivated and skilled employees, but many face leadership gaps that hinder performance and sustainability. Previous research has seldom addressed how transformational leadership can influence employee engagement, productivity, and goal alignment in these settings, despite evidence that this style can raise performance by 20–25% (Bass & Riggio, 2023). By focusing on the relationship between transformational leadership dimensions and employee performance in Kenyan community conservancies, this study seeks to fill a critical knowledge gap, inform capacity-building for conservancy managers, and strengthen conservation outcomes through effective people-centered leadership.

1.1 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 (Ogutu 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.

1.2 Objectives of the Study

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 determine the relationship of Idealized influence on the employee performance of community conservancies in Kenya.
- iii. To establish how Inspirational motivation relates to the employee performance of community conservancies in Kenya.
- iv. To determine the relationship of Intellectual stimulation on employee performance of community conservancies in Kenya.

2.0 Literature Review

The literature review was done in sections.

2.1 Theoretical Review

The study was anchored on four main theories that provided the foundation for examining the relationship between transformational leadership and employee performance in community conservancies in Kenya. Behavioral Theory was developed by Kurt Lewin in the 1930s and introduced three fundamental leadership styles: autocratic, democratic, and laissez-faire. Autocratic leaders make independent decisions, democratic leaders involve team members in decision-making, while laissez-faire leaders allow employees to work independently when they are competent and motivated (Bennis, 2009). The theory shifted leadership thinking from innate personality traits to observable behaviors, suggesting that effective leadership can be learned and developed (Jung & Avolio, 2009). It emphasizes that leaders' behaviors directly affect task accomplishment and team engagement (Gonnah & Ogollah, 2016). The theory was relevant to inform the first objective of the current study, which examined the role of individualized consideration in improving employee performance. This is because it explains how leaders' actions such as support, mentoring, and concern for employees' needs can enhance motivation and commitment.

Charismatic Theory was advanced by Robert House in 1976 and highlights the ability of leaders to inspire and influence followers through personal charm, confidence, and a compelling vision. James MacGregor Burns (1978) later integrated this concept into transformational leadership through idealized influence, where leaders act as moral exemplars and role models. Charismatic leaders gain admiration by embodying ethical values, presenting a clear vision, and fostering strong emotional connections with their followers (Northouse, 2013). The theory was relevant to inform the second objective of the study, which investigated the effect of idealized influence on employee performance. This is because it explains how leaders who model integrity and inspire trust build loyalty and align employees with organizational goals.

Transformational Leadership Theory was introduced by James MacGregor Burns in 1978 and expanded by Bernard Bass in 1985. Burns described transformational leadership as a process where leaders and followers elevate each other's motivation and morality, while Bass differentiated it from transactional leadership and explained its psychological mechanisms. Transformational leaders inspire followers to exceed normal expectations through idealized

influence, inspirational motivation, intellectual stimulation, and individualized consideration (Northouse, 2021). The theory was relevant to inform the third and fourth objectives of the study, which examined inspirational motivation and intellectual stimulation. This is because it explains how leaders who inspire a shared vision, encourage innovative thinking, and support personal growth can improve employee performance. The theory was central in understanding how these leadership dimensions contribute to organizational effectiveness in community conservancies.

Competency Theory was informed by the contingency perspective of Fred Fiedler (1964), which argues that leadership effectiveness depends on how well a leader’s style fits the organizational situation. Later, Javidan (1998) introduced the competency theory of strategy, emphasizing the need to build and leverage core competencies for competitive advantage. Intellectual stimulation, one of the key elements of transformational leadership, aligns with this theory as it encourages leaders to promote creativity and problem-solving among employees (Bass, 1985). The theory was relevant to inform the current study because it explains how leaders can develop and utilize the unique strengths of their teams to achieve superior performance. It also clarifies that transformational leadership may need to adapt to different conservancy environments by leveraging available resources and employee skills. Hence, the theory helped explain why the impact of transformational behaviors may vary across different organizational contexts.

2.2 Conceptual Framework

The conceptual framework in figure 1 illustrates the relationship between the variables of the study.

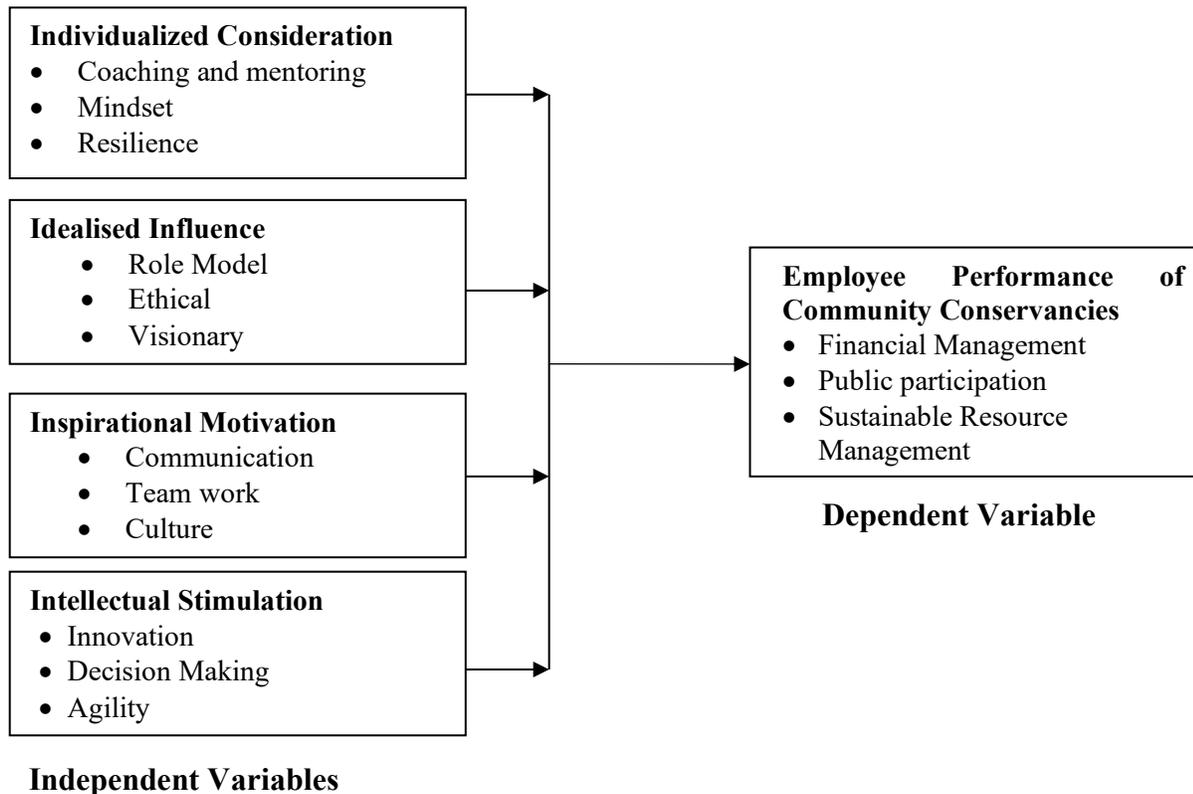


Figure 1: Conceptual Framework

2.3 Empirical Literature Review

The empirical literature shows that individual consideration, a core element of transformational leadership, has a significant impact on employee performance within community conservancies. Leaders who provide personalized mentorship, coaching, and support recognize each employee's unique abilities, thereby fostering motivation and commitment. Thompson (2020) found that leaders who tailor staff development initiatives to individual needs substantially improve satisfaction and productivity in community-driven organizations. Williams and Green (2020) further reported that when leaders invest in tailored training and career growth, employees develop stronger skills and resilience, enabling organizations to adapt better to environmental and operational challenges. Davis et al. (2020) added that individualized consideration lowers staff turnover and enhances stability, which is essential for conservation projects that require long-term community engagement.

Idealized influence also plays a central role in shaping employee performance in conservation settings. Leaders who demonstrate ethical behavior and embody the values of their organization act as role models that employees admire and trust. Nelson and Brown (2020) showed that conservation leaders with strong moral standards and deep commitment to the organizational mission inspire employees to align their performance with shared goals. Johnson and Taylor (2020) found that articulating a compelling vision strengthens organizational commitment and teamwork, leading to greater productivity. Martinez et al. (2020) revealed that employees who view their leaders as ethical and value-driven willingly go beyond their assigned duties. Similarly, White and Karanja (2020) reported that leaders who prioritize fairness and transparency create positive work environments that foster engagement and effectiveness.

Inspirational motivation has been widely recognized as another critical driver of employee performance. Leaders who articulate a compelling vision and create enthusiasm encourage staff to embrace their role in advancing the organization's mission. Edwards and Simmons (2020) found that when leaders clearly communicate meaningful goals, employees in conservancies demonstrate higher levels of motivation and productivity. Ochieng and Kamau (2020) observed that inspirational leadership helps staff manage stress and overcome challenges related to resource constraints. Mungai and Kariuki (2020) showed that motivated employees are more likely to innovate and generate creative solutions to conservation problems. Otieno and Mutiso (2020) further emphasized that leaders who inspire team spirit and unity increase employee engagement, resulting in better overall conservancy performance.

Intellectual stimulation strongly contributes to employee growth and performance by encouraging innovative thinking and problem-solving. Wambui and Omondi (2020) found that employees in conservation organizations who were challenged intellectually by their leaders embraced new practices and adapted effectively to dynamic environments. Mwangi and Ouma (2020) noted that intellectually stimulating leaders promote continuous learning, resulting in improved job satisfaction and professional development. Mutua and Kariuki (2020) reported that stimulating critical thinking equips employees to navigate the unpredictable challenges of conservation work such as wildlife management and community relations. Njeri and Mwangi (2020) observed that when employees are encouraged to think independently and take ownership of their tasks, their engagement and commitment to conservation outcomes increase significantly.

Collectively, these studies demonstrate that transformational leadership dimensions—individual consideration, idealized influence, inspirational motivation, and intellectual stimulation—play a vital role in enhancing employee performance in community conservancies. They highlight that supportive and ethical leaders who inspire, mentor, and intellectually challenge their teams cultivate a dedicated, innovative, and resilient workforce. The current study builds on these findings by examining how these leadership practices operate specifically in Kenya’s community conservancies, where unique environmental and organizational challenges exist. By doing so, the study aims to provide practical evidence on how transformational leadership can strengthen staff performance and organizational sustainability in the conservation sector.

3.0 Research Methodology

The study adopted a descriptive cross-sectional survey design to examine how transformational leadership influences employee performance in community conservancies in Kenya. The target population comprised managers of all 165 registered conservancies, who were considered key informants due to their operational knowledge and leadership responsibilities. A sample of 115 respondents was drawn using Yamane’s (1967) formula to ensure adequate representation. Data were collected through structured and semi-structured questionnaires designed to capture the four core dimensions of transformational leadership—individualized consideration, idealized influence, inspirational motivation, and intellectual stimulation—and their effect on employee performance. To ensure the instrument’s dependability, a pilot study was conducted on 10% of the sample, and internal consistency reliability was evaluated using Cronbach’s alpha. The results showed an alpha coefficient exceeding the recommended threshold of 0.70, confirming that the items were stable and consistent.

Validity was assured through expert review for content and construct adequacy, pretesting to eliminate ambiguity, and criterion checks to confirm that the items measured the intended concepts. Diagnostic tests, including checks for multicollinearity (using VIF), normality (Kolmogorov–Smirnov test and skewness/kurtosis values), linearity, and homoscedasticity, were performed to ensure that regression assumptions were met. Data analysis combined descriptive and inferential statistics using SPSS Version 29. Descriptive statistics summarized the sample characteristics and variable distributions through means, standard deviations, and frequency tables, while inferential analysis employed Pearson correlation and multiple regression to test the hypothesized relationships. The multiple regression model specified the relationship between transformational leadership dimensions and employee performance expressed as:

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

Where Y represents employee performance, X_1 = individualized consideration, X_2 = idealized influence, X_3 = inspirational motivation, X_4 = intellectual stimulation, β_0 is the constant term, β_1 – β_4 are the regression coefficients and ε is the error term. This model was chosen for its ability to assess the combined and individual effects of the leadership variables on performance while controlling for potential overlaps between predictors. The approach provided a robust statistical foundation for evaluating how transformational leadership behaviors influence employee outcomes in the unique operational and social context of Kenya’s community conservancies.

4.0 Research Findings and Discussions

This chapter looks at the findings of the research together with their discussions. Inferential and descriptive statistics have been employed in the analysis of data. Descriptive statistics such as means, percentages and inferential statistics like multiple regression and correlation.

4.1 Response Rate

One hundred and fifteen questionnaires were handed out to management employees from community conservancies in Kenya. From the 115 questionnaires distributed the study received 109 of them having been filled to satisfactory levels. As shown in Table 1, the questionnaires returned added up to 94.7% response rate that was taken to be excellent. This is because according Mugenda and Mugenda (2013), a research achieves a response good enough to proceed with when it attains a 50% response rate, it is sufficient when it is at 60% any response above 70% is considered excellent. Posting a 94.7% response rate the study's response can be employed in the realization of other goals such as reporting.

Table 1: Response Rate

Questionnaire	Frequency	Percent
Returned	109	94.7
Un-returned	06	5.3
Total	115	100.0

4.2 Descriptive Analysis

The descriptive statistics was done in sections.

4.2.1 Individualized consideration

The study found that respondents generally perceived individualized consideration by organizational leadership positively, particularly in areas of career growth and development (mean = 4.21) and motivation strategies (mean = 3.82), while aspects such as reward systems (mean = 3.33), recognition of high achievement (mean = 3.17), and steps to enhance adaptability and flexibility (mean = 3.10) received more moderate responses, based on a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree, as summarized in Table 2.

Table 2: 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

4.2.2 Idealised Influence

The study found that respondents had a generally positive but varied perception of Idealised Influence by organizational leadership, with the highest agreement observed for the presence of formal and informal institutional culture practices (mean = 3.71) and leaders serving as role models (mean = 3.54), while aspects such as instilling pride and association with employees (mean = 3.02) and providing a shared organizational roadmap (mean = 3.39) received more moderate ratings, based on a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree, as summarized in Table 3.

Table 3: Idealised Influence Frequencies

Idealised Influence	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Organisation leadership instils pride and like to be associated with employees.	15.1	13.9	35.5	24.7	10.8	3.02	1.195
Organisation leadership are role model who display consistent behaviours and decision in their lifestyle.	13.5	8.8	10.8	43.8	24.1	3.54	1.306
Organisation leadership are committed to ethical principles and values expressed in the organisation.	5.2	23.9	19.1	20.7	31.1	3.49	1.291
There are both formal and informal Institutional culture practices in the organisation	4.8	15.9	7.6	47.0	24.7	3.71	1.145
Organisation leadership and employees have a shared vision among them.	4.8	29.9	5.2	41.8	18.3	3.39	1.223

4.2.3 Inspirational Motivation

The study found that respondents generally perceived Inspirational Motivation by organizational leadership positively, particularly in areas of effective communication (mean = 4.30), promoting institutional culture practices (mean = 4.40), and fostering listening, feedback, and openness to suggestions (mean = 3.91), while aspects such as teamwork guidance (mean = 3.31), creating awareness on unity (mean = 3.15), and providing long-term organizational roadmaps (mean = 3.47) received more moderate ratings, based on a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree, as summarized in Table 4.

Table 4: Inspirational Motivation Frequencies

Inspirational Motivation	Strongly Disagree	Disagree	Neither Agree nor 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

4.2.4 Intellectual Stimulation

The study found that respondents generally viewed Intellectual Stimulation by organizational leadership positively, particularly in encouraging innovation and creativity (mean = 4.04) and promoting new methods of innovation (mean = 4.08), while aspects such as creating learning opportunities for innovation (mean = 3.27), addressing customer-centric needs (mean = 3.25), and encouraging relevance and dynamism in tasks (mean = 3.45) received more moderate ratings, based on a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree, as summarized in Table 5.

The study found that respondents generally viewed Intellectual Stimulation by organizational leadership positively, particularly in encouraging innovation and creativity (mean = 4.04) and promoting new methods of innovation (mean = 4.08), while aspects such as creating learning opportunities for innovation (mean = 3.27), addressing customer-centric needs (mean = 3.25), and

encouraging relevance and dynamism in tasks (mean = 3.45) received more moderate ratings, based on a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree, as summarized in Table 5.

Table 5: Intellectual Stimulation Frequencies

Intellectual Stimulation	Strongly Disagree	Disagree	Neither Agree nor Agree	Strongly Agree	Mean	Std. Dev.	
Organisation leadership encourages appreciate innovation and creativity among the employees	2.8	2.0	13.5	51.8	29.9	4.04	0.875
Organisation leadership have a created a learning opportunity and supportive environment for innovation	8.0	18.7	16.3	51.8	5.2	3.27	1.177
Organisation leadership encourages employees to think about new methods of innovation	2.8	-	12.4	56.6	28.3	4.08	0.809
Organisation leadership encourages participative decision making amongst employees where all employees are involved in decision making	2.8	-	25.5	337.8	13.9	3.80	0.780
Organisation leadership ensures that employees are able to address customer centric needs and complains	10.4	14.3	26.7	37.5	11.2	3.25	1.150
Organisation leadership encourages employees to be relevant and dynamic in the task they handle.	2.8	8.0	35.9	47.8	5.6	3.45	0.830

4.3 Correlation Analysis

The study found that the independent variables are strongly associated with the performance of state corporations in Nairobi County, Kenya, as shown by the correlation analysis. Procurement Ethical Issues demonstrated the strongest positive relationship with performance ($r = 0.800$, $p = 0.000$), highlighting that adherence to ethical standards is crucial for operational effectiveness and long-term organizational success. Information Technology also showed a strong positive correlation with performance ($r = 0.763$, $p = 0.000$), emphasizing the importance of effective digital systems and resource allocation in improving efficiency. The Supplier Section exhibited a substantial correlation with performance ($r = 0.700$, $p = 0.000$), underlining the role of supplier management in supporting organizational outcomes, while Procurement Planning showed a moderate positive correlation ($r = 0.653$, $p = 0.000$), suggesting that clear planning and strategic vision contribute to sustained performance. Table 6 below depicts a summary of correlations of all the variables.

Table 6: Correlation matrix for all variables

		Correlations				
		Y	X ₁	X ₂	X ₃	X ₄
Y	Pearson Correlation	1.000				
	Sig. (2-tailed)					
	N	109				
X ₁	Pearson Correlation	.653	1.000			
	Sig. (2-tailed)	0				
	N	109	109			
X ₂	Pearson Correlation	.763	.598	1.000		
	Sig. (2-tailed)	0	0			
	N	109	109	109		
X ₃	Pearson Correlation	.800	.780	.804	1.000	
	Sig. (2-tailed)	0	0	0		
	N	109	109	109	109	
X ₄	Pearson Correlation	.700	.617	.872	.760	1.000
	Sig. (2-tailed)	0	0	0	0	
	N	109	109	109	109	109

. Correlation is significant at the 0.01 level (2-tailed) (Y represents employee performance, X₁ = individualized consideration, X₂ = idealized influence, X₃ = inspirational motivation, X₄ = intellectual stimulation).

4.4 Diagnostic Tests

The study conducted several diagnostic tests to ensure that the assumptions of regression analysis were met. Linearity Test: The linearity assumption was assessed by plotting a scatter diagram of transformational leadership and the performance of community conservancies in Kenya. The results indicated a positive linear relationship, suggesting that increases in transformational leadership are associated with corresponding increases in performance, confirming that a linear model is appropriate for the analysis. Normality Test: Normality of the data was examined using the Shapiro-Wilk test. All variables—Individualized Consideration (p = 0.256), Idealised

Influence ($p = 0.213$), Inspirational Motivation ($p = 0.240$), Intellectual Stimulation ($p = 0.215$), and Performance of Community Conservancies ($p = 0.311$)—had p -values greater than 0.05, indicating that the data were normally distributed and satisfying the normality assumption for regression. Autocorrelation: The Durbin-Watson test was employed to check for autocorrelation in the residuals. A value of 2.228 was obtained, which falls within the acceptable range of 1.5 to 2.5, indicating no autocorrelation and supporting the reliability of the regression model. Multicollinearity: Multicollinearity among the independent variables was assessed using Variance Inflation Factor (VIF). The VIF values for Individualized Consideration (7.173), Idealised Influence (5.268), Inspirational Motivation (5.319), and Intellectual Stimulation (6.834) were all below 10, suggesting that multicollinearity was present but not severe, confirming that the regression analysis could proceed without bias from highly correlated predictors. Overall, the diagnostic tests confirmed that the assumptions of linearity, normality, absence of severe multicollinearity, and lack of autocorrelation were satisfied, validating the suitability of the dataset for regression analysis.

4.5 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.

4.5.1 Model Summary

The amount of dependent variable variation attributed to the behaviour of the independent variables was determined by computing a model summary. This study measured variation in Performance of Community conservancies in Kenya as a result of changes in Individualized consideration, Idealised Influence, Inspirational motivation and Intellectual stimulation.

According to the results presented in Table 7, 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, Idealised Influence, Inspirational motivation and Intellectual stimulation. 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, Idealised Influence, Inspirational motivation and Intellectual stimulation).

Table 7: Model Summary

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

a. Predictors: (Constant), Intellectual stimulation, Idealised Influence, Individualized consideration, Inspirational motivation

4.5.2 Analysis of Variance

Variance analysis shows the developed model's significance. In this research, the model significance was tested at significance level of five percent. From the findings in Table 8, 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, Idealised Influence, Inspirational motivation and Intellectual stimulation can be used to predict Performance of Community conservancies in Kenya.

Table 8: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1.233	4	.308	92.716	.000 ^b
Residual	.173	105	.003		
Total	1.406	109			

a. Dependent Variable: Performance of Community conservancies in Kenya

b. Predictors: (Constant), Intellectual stimulation, Idealised Influence, Individualized consideration, Inspirational motivation

4.5.3 Regression Coefficients of the Study Variables

From the findings presented in table 9 below, the following regression equation was fitted;

$$Y = 1.347 + 0.347 X_1 + 0.196 X_2 + 0.338 X_3 + 0.279 X_4$$

Observing the equations, it can be noted that when all the other variables (Individualized consideration, Idealised Influence, Inspirational motivation and Intellectual stimulation) remain at constant zero, a constant value of 1.347 was held by the Performance of listed Community conservancies in Kenya. The results depict transformational leadership significantly impacting Performance of listed Community conservancies in Kenya ($\beta=0.347$, $p=0.001$). These results insinuate that Individualized consideration is significantly influences Performance of Community conservancies in Kenya in a positive way. Meaning, a unit rise in transformational leadership leads to a rise in Performance of Community conservancies in Kenya, by 0.347 units. The study found that Intellectual Stimulation has an influence on Performance of listed Community conservancies in Kenya ($\beta=0.279$, $p=0.013$). As a result, a unit rise in Intellectual stimulation lead to a 0.279 unit rise in the Employee performance of community conservancies in Kenya. The study's findings support Maki's (2012) finding that there is a positive significant relationship between Performance of Community conservancies in Kenya and Intellectual stimulation.

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. Idealised Influence has great effect on Performance of listed Community conservancies in Kenya ($\beta=0.196$, $p=0.041$). The outcomes went ahead to suggest that Idealised Influence have positive influence on financial wellbeing. These results show that Idealised Influence positively and significantly influence financial wellbeing. Meaning, a unit rise in Idealised Influence will leads to a rise in Performance of Community conservancies in Kenya by 0.196 units.

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Table 9: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.347	0.258		5.221	.000
1 Individualized consideration	0.347	0.103	0.439	3.369	.001
Idealised Influence	0.196	0.077	0.226	2.545	.041
Inspirational motivation	0.338	0.138	0.402	2.449	.018
Intellectual stimulation	0.279	0.108	0.327	2.583	.013

a. Dependent Variable: Performance of Community conservancies in Kenya

5.0 Conclusion

The study concludes that transformational leadership plays a critical role in enhancing employee performance in community conservancies in Kenya. Specifically, the components of transformational leadership individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence—are all significantly and positively correlated with employee performance. Leaders who provide personalized support, challenge their employees intellectually, motivate them with a clear and compelling vision, and serve as ethical role models tend to foster a productive and engaged workforce. The high correlation between these leadership traits suggests that transformational leadership as a holistic approach significantly contributes to improving employee performance in community conservancies. Moreover, the study highlights that individualized consideration is particularly influential, explaining a substantial portion of the variance in employee performance.

Leaders who understand and address the unique needs of their employees create an environment where individuals are empowered to perform at their best. Intellectual stimulation also plays a crucial role, encouraging employees to think critically, innovate, and contribute meaningfully to the organization's goals. Inspirational motivation and idealized influence work in tandem to provide both emotional and ethical support, inspiring employees to align their efforts with the broader mission of the conservancies. The study underscores the importance of adopting a transformational leadership style within community conservancies. By leveraging the various components of transformational leadership, leaders can significantly enhance employee performance, which, in turn, supports the overall objectives of community conservation efforts. The findings suggest that investing in leadership development that emphasizes these transformational qualities will lead to sustainable improvements in employee engagement and performance, ultimately benefiting the conservancies and the communities they serve.

6.0 Recommendations

The study recommends that leaders within these conservancies adopt and strengthen their transformational leadership skills, particularly in the areas of individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. 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. Second, the study recommends that community conservancies create a culture that promotes intellectual stimulation and innovation among employees. Employees should be encouraged to contribute ideas, critically analyze problems, and participate in decision-making processes. By creating a work environment that values innovation and problem-solving, conservancies can not only improve employee performance but also increase the overall effectiveness of conservation efforts. This could be achieved through workshops, collaborative brainstorming sessions, and regular feedback mechanisms where employees are recognized and rewarded for their innovative contributions.

Lastly, conservancies should focus on enhancing motivation and aligning employee goals with the broader mission of the organization. Inspirational motivation and idealized influence should be leveraged to build a strong sense of purpose and ethical commitment among employees. 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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