

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE  
PRODUCTIVITY: A CASE STUDY OF CFAO MOBILITY K LTD**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT  
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THE AWARD OF THE DEGREE OF BACHELOR OF MANAGEMENT AND  
LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA**

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## DECLARATION

This project is my original work and has not been presented for the award in any other University or institution.

Signature.....

Date .....

BML/36/01328/3/23

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This project has been submitted for examination with my approval as University Supervisor

Signature.....

Date .....

Daniel Komu

The Management University of Africa

## **DEDICATION**

I dedicate this work to my beloved husband, Monte Kajamaa, and my dear mother, Alice Bii, whose unfailing love, encouragement, and unwavering support have sustained me throughout my studies and academic journey.

### **ACKNOWLEDGMENT**

I'd wish to use the chance to thank God for making it possible for me to finish this project. I sincerely thank Daniel Komu, my supervisor, for his insightful advice, unrelenting patience, and careful review of my writings before suggesting workable changes. I am grateful to the CIFA staff for letting me gather their data. I'd also desire to acknowledge my buddies and co-workers for their support in many ways. I am grateful to the Management University of Africa for providing me with the chance to learn and grow, and my fellow students for their support, collaboration, and shared academic journey.

## **ABSTRACT**

The general objective of this study was to examine the Influence of Transformational Leadership on Employee Productivity: A Case Study of CFAO Mobility K Ltd. Specific objectives included; To examine the influence of idealized influence on employee productivity at CFAO Mobility K Ltd, to evaluate the impact of inspiring motivation on employees Productivity at CFAO Mobility K Ltd, to evaluate how intellectual stimulation enhances employee productivity at CFAO Mobility K Ltd and to determine the impact of individualized deliberation on worker productivity at CFAO Mobility K Ltd. A descriptive research design was used. The main target population was 91 workers from CFAO Mobility K Ltd. This study employed census sampling since the population was manageable. Questionnaires were the primary data gathering technique employed. A pilot study was carried out by the researchers to modify the questionnaire. The study used Microsoft Excel for data analysis, evaluating questionnaires for appropriateness and comprehensiveness. Descriptive statistics was used to assess outliers, and data was displayed through tables. The investigation found that supervisors at CFAO Mobility K Ltd. significantly impact employee productivity. They are ethical role models who inspire employees through their actions, fostering trust and motivation. Supervisors also use inspirational motivation to motivate staff through vision sharing and goal alignment. Intellectual stimulation is practiced, encouraging innovation and problem-solving, fostering adaptability and continuous improvement. Individualized consideration is also crucial, with supervisors providing tailored support, mentoring, and training to employees. This leads to job satisfaction, professional relations, and a supportive culture. Employees demonstrate increased commitment to organizational performance, demonstrating increased persistence in the implementation of leadership practices and improved productivity. The research suggests that CFAO Mobility K Ltd should strengthen idealized influence by ensuring supervisors act as ethical role models, focusing on inspirational motivation and fostering a culture of innovation, critical thought, and a learning continuum. This can be achieved through emotional intelligence, open discussions on corporate values, and providing shared corporate goals. The company should also uphold intellectual consideration by fostering a learning environment, providing workshops, problem-solving sessions, and rewarding constructive ideas. Personalized leadership styles should be adopted, recognizing and accommodating each employee's development pathway. This approach can lead to long-lasting impacts of trust, motivation, and retention of employees. Further research could explore the impact of transformative leadership on staff productivity in various industries, longitudinal studies, and demographic factors.

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## **ACRONYMS AND ABBREVIATIONS**

**HR** : Human Resources

**UAE** : United Arab Emirates

**SEM** : Scanning Electron Microscopy

### **OPERATIONAL DEFINITION OF TERMS**

- Employee Productivity** : refers to how effectively and efficiently a worker accomplishes duties and achieves the company's goals; this is frequently gauged by the quantity, caliber, and punctuality of work produced.
- Idealized Influence** : refers to the capacity of a leader to set an example by acting with high moral standards, integrity, and vision, inspiring trust and respect.
- Individualized Consideration** : Refers to the degree leaders attend to individual employee needs, offering personal mentorship, support, and development opportunities tailored to enhance each employee's potential and growth.
- Inspirational Motivation** : refers to the ability of a leader to express an inspiring vision, foster enthusiasm, and motivate employees to achieve higher goals through optimism, encouragement, and clear direction.
- Intellectual Stimulation** : Refers to the inspiration leaders provide employees to reason critically, solve problems artistically, and challenge existing assumptions to foster innovation and continuous improvement in the workplace.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

The background information, problem statement, aims, research questions, importance, and scope of the investigation were all included within this section.

#### **1.1 Background**

According to Arif, (2021), transformational Leadership is the process by which a leader inspires a team or organization to do better than expected via intense emotional and group commitment. It has four components: intellectual stimulation, charm, inspiring motivation, and personalized attention. Whereas inspiring motivation articulates a vision, charisma instils pride, belief, and respect. Delegating project work, serving as a teacher and mentor, and treating followers as unique persons are all components of individualized consideration. While individualized attention entails encouraging followers to think in novel ways, intellectual stimulation promotes reasoning and problem-solving skills. It is still unclear what transformative leadership entails (Dwivedi, Chaturvedi & Vashist, 2020).

On a global viewpoint, in the United States, transformational leadership theory has become popular, especially in the field of education, where it is extensively used as a tool for professional growth (Arif, 2021). Leaders in the education sector now have to work with external stakeholders and deal with accountability reviews. It has been discovered that transformational leadership improves organizational engagement among engineers in Singapore and India, specifically at Bharat Heavy Electricals Limited (DeSilva, 2021). Considered the second biggest industry in the United States, the education sector employs 13.5 million people and is worth between \$630 billion and \$680 billion. Research and development professionals' organizational commitment is increased by revolutionary management, that has been shown to be Singapore's most favoured management approach. Yin et al., (2020). emphasizes the straight influence of management control behaviours on administrative performance and the significance of management behaviours aimed at top management teams.

On a regional viewpoint, In South Africa, Ghana, Nigeria, and Ethiopia, transformational leadership is essential to improving organizational performance. University performance is favourably impacted by transformational guidance, that is characterized by idealized

inspiration, inspiring inspiration, and stimulation of thinking, and customized attention, according to studies. According to Kelvin and Faruk, (2024), transformational leadership is essential for growth and good governance in Nigeria, yet the country's education system has declined as a result of ineffective political leadership. In Ghana, learning and performance enhancement are facilitated by transformational leadership behaviours including asking for assistance, trying new things, and taking risks with others. Employee performance has been observed to increase more under transformational leadership in South Africa than under transactional leadership (Magasi, 2021). When managers use transformational leadership, their staff members feel valued and dedicated, which boosts commitment and productivity. The significance of transformative leadership in Africa is shown by the favourable relationship found between it and employee workforce commitment (Hundie & Habtewold, 2024).

On a local viewpoint, a key component of the Kenyan government's Vision 2030, which emphasizes transformational leadership to provide senior public officials a competitive edge, is this. For firms to remain competitive and relevant, they need competent people capital, which is a result of this leadership style (Magasi, 2021). The best employees are recruited, managed, and retained in large part by the human resources department. In the educational system, where effective management and leadership are necessary for higher school performance, transformational leadership is equally crucial (Barasa & Karinki, 2020). The Kenyan government acknowledges that education is a vital tool for increasing a country's wealth and creating competitive social capital. One of the most crucial facets of management, according to the Ministry of Education, is leadership, which enhances both the prosperity of the country and the general well-being of companies (Nyakundi., et al 2021).

### **1.1.1 Idealized Influence**

This facet of transformational leadership is idealized influence, when administrators exemplify exemplary behaviour as examples, garnering trust and reverence from followers via ethical behaviours, integrity, and vision. Such leaders elicit admiration and imitation, prompting people to embrace core company ideals. This concept is assessed using indications such as a leader's ethical conduct, consistency in decision-making, and the emotional esteem and respect shown by followers. Employees evaluate if leaders demonstrating confidence do routine compliance checks, maintain corporate standards, assure alignment with purpose, and exhibit exceptional sense-making abilities. At CFAO Mobility K Ltd, idealized influence

may augment productivity by cultivating loyalty and commitment via enhanced leader-employee relationships (Aondo, Ngui & Okeyo, 2020).

### **1.1.2 Inspirational Motivation**

Inspirational motivation pertains to the optimism a managers derives from employees, establishing elevated expectations for robust collective performance towards common objectives, all intended to invigorate them into action. High staff morale results in enthusiastic work execution, promoting self-actualization and an optimistic perspective. Leadership activities at medical assist health centres concentrate on perceptibility, clarity, eloquence, excitement, and a positive approach. They establish ambitious objectives, promote group synergy, encourage collaborative cooperation, and delineate significant responsibilities. The company is propelled by inspiring motivation, skilled staff, and a proactive organizational culture. This promotes a long-term corporate ethos, focused on addressing the needs of the workforce and building a feeling of reciprocity and gratitude. The centre's rules are methodically executed to guarantee the effective fulfilment of duties (Rojak et al., 2024).

### **1.1.3 Intellectual Stimulation**

Intellectual stimulation arises when leaders concentrate on redefining objectives by asking a team or group to come up with fresh methods of tackling the task. Allowing this process assures that individuals are empowered to challenge the current quo, explore creative ideas, and make reasoned choices that entail some amount of risk without fear of censure. Measurement signs such as sharing of ideas, enabling self-directed problem-solving, sensitivity to criticism, and facilitating feedback imply learning gaps are being addressed. At CFAO Mobility K Ltd stimulating intellectually may result in increased responsible problem-solving with productivity by fostering a culture of continual improvement (Murage, 2022).

### **1.1.4 Individualized Consideration**

Individualized consideration is the activities of managers offering their attention personally to every employee's requirement by dedicating time for personal improvement via suitable mentorship. Leaders adopting this technique balance help with different support frameworks and acknowledge individual talents and aspirations pertinent to them. This may be recorded by assessing frequency of individual sessions, mentoring activities dose delivered as well as overall involvement towards employee concerns and training and career development tools. At CFAO Mobility K ltd effective individualized attention may boost workers perceived job

happiness paired with feel supported while allowing decrease in attrition (Barasa & Karinki, 2020).

### **1.1.5 Employee Productivity**

Employee productivity concerns how efficiently and successfully people carry out their jobs in respect to corporate goals. It is defined and quantified by the output relative to time as well as resources consumed. High productivity is generally related with employee enthusiasm, talents, and strong leadership. The major indicators are completion of given tasks, job quality, timeliness in service delivery, absence rates, and performance assessment measures. In firms such as CFAO Mobility K Ltd, productivity is crucial for competitive advantage, meeting client needs, and enhancing profitability from a business standpoint. Productivity monitoring assists in detecting improvement gaps, thereby directing training initiatives as well as incentive frameworks coupled with performance rating systems (Magasi, 2021).

### **1.1.6 CFAO Mobility K LTD**

CFAO Mobility K Ltd is one of the main car manufacturers situated in Kenya which comes under CFAO Group, a worldwide corporation servicing numerous markets throughout Africa. The firm was once known as Toyota Kenya before it changed name to represent a more complete mobility strategy beyond simply car sales. CFAO Mobility K specializes on selling and repairing known worldwide car manufacturers including Toyota, Suzuki, Hino, and Yamaha. They offer new automobiles while supplying authentic replacement parts and expert maintenance adding other value-added services. With a large dealership network and devotion to innovation paired with client expectation fulfilment, the firm plays a vital position in redefining transport and mobility throughout the nation.

## **1.2 Statement of the Problem**

In a rivalry corporate climate, employee productivity is a major predictor of organizational success. As stated by the KNBS (2024), productivity growth in the private sector has stalled at an average of 1.2% yearly, partly owing to inadequate leadership. At CFAO Mobility K Ltd, despite its substantial market presence, internal reports reveal falling task efficiency and rising personnel turnover. Studies demonstrate that transformative leadership enhances productivity by up to 23% (Rojak et al., 2024), although its actual use remains restricted in many Kenyan enterprises. This research bridges the gap by analysing how transformational leadership effects employee productivity at CFAO Mobility K Ltd, seeking to deliver strategic leadership insights to boost performance (Murage, 2022).

Several studies have proven a beneficial correlation between transformative leadership and staff productivity. Arif (2021) discovered that transformative leadership considerably enhances discipline and productivity, boosting total performance. DeSilva (2021) demonstrated in retail contexts that engaged workers under transformational leaders reported greater productivity levels. Yin et al. (2020) stressed the mediating function of psychological safety in information exchange and production. Hundie and Habtewold (2024) demonstrated that transformational leadership had a larger inspiration on hospital staff efficiency compared to transactional methods. Similarly, Kelvin and Faruk (2024) revealed that Nigerian police men under transformational leaders demonstrated enhanced motivation and task efficiency.

There exist gaps in the literature about the practical application of transformational leadership in enhancing employee productivity, particularly within Kenya's automotive sector. Contextually, limited studies focus on CFAO Mobility K Ltd. The researcher sought to bridge this gap by examining how specific transformational leadership dimensions influence employee productivity in this context.

### **1.3 Objectives**

The general objective of this study was to examine the influence of Transformational Leadership on Employee Productivity: A Case Study of CFAO Mobility K Ltd.

#### **1.3.1 Specific Objectives**

- i. To examine the influence of idealized influence on employee productivity at CFAO Mobility K Ltd.
- ii. To assess the effect of inspirational motivation on employee Productivity at CFAO Mobility K Ltd.
- iii. To evaluate how intellectual stimulation enhances employee productivity at CFAO Mobility K Ltd
- iv. To determine the impact of individualized consideration on employee productivity at CFAO Mobility K Ltd.

### **1.4 Research Questions**

- i. How does idealized influence affect employee productivity at CFAO Mobility K Ltd?
- ii. What is the effect of inspirational motivation on employee productivity at CFAO Mobility K Ltd?

- iii. How does intellectual stimulation enhance employee productivity at CFAO Mobility K Ltd?
- iv. What is the impact of individualized consideration on employee productivity at CFAO Mobility K Ltd?

### **1.5 Significance of Study**

The results of the investigation will help the CFAO Mobility K Ltd's leadership with understanding how transformational leadership components can be utilized to enhance productivity and engagement among staffs. This will contribute towards improved organizational effectiveness and result in greater profits.

The research will aid in crafting policy geared towards developing transformational leadership behaviour through designated dedicated workshops. It will enable human resource managers to formulate systems that synchronize actionable leadership with productivity targets.

Other firms operating within the automotive and mobility sectors may utilize the findings as a point of comparison to refine their own practices regarding leadership and productivity.

This research finding will establish body of knowledge in concern with leadership and organizational performance, thus serving as a primary resource for other researchers seeking different contexts, or sectors beyond where leadership styles are employed on productivity. It could also be used for comparative studies or meta-analyses.

### **1.6 Scope**

The research examined the Effect of Transformational Management on Employee Productivity. Employees of CFAO Mobility K Ltd were the main target population. The research conducted from the month of May 2025 to September 2025.

### **1.7 Chapter Summary**

So as to comprehend the Influence of Transformational Leadership on Employee Productivity, this part provides a thorough introduction, outlining the background in detail. The problem statement, objectives, questions, scope, and reason for performing the research are also covered in this part.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The chapter is divided into five sections: theoretical framework, empirical review, research gaps, conceptual framework and operationalization of variables.

#### **2.1 Theoretical Literature Review**

The research was anchored by the Transformational Leadership Theory and supported by Transactional theory.

##### **2.1.1 Transformational Leadership Theory**

The transformational leadership idea was initially put out by James MacGregor Burns in 1978, and it was further developed by Bernard Bass in 1985. When talking about the notion of transformational leadership, Bass (1985) described it as the way a leader influences followers, who are supposed to respect, trust, and adore them. According to him, leaders change followers in three ways: by making them more conscious of the significance and worth of tasks; by encouraging them to prioritize team or organizational objectives above personal interests; and by arousing their higher-order desires (Otieno, Linge, & Sikalieh, 2019).

According to Bernard Bass (1985), a transformative leader needs charisma, but it is not enough. He contends that by compelling appeals or coaching and mentoring, charismatic leaders arouse powerful emotions in their followers and help them connect with them. Bass also highlights that idealized influence, genuine transformative leadership consists of academic stimulation, personal care, and inspirational motivation, which is based on moral principles. These moral elements include the moral character of the leader, the moral principles ingrained in their program, vision, and articulation, as well as the morality of the socially responsible decisions and actions that followers and leaders take (Komakech, Obici, & Mwesigwa, 2021).

Initially seen as a moral virtue, transformational leadership has been credited to figures such as Jim Jones and Adolf Hitler. However, Bass (1985) first saw it as a moral value, supposing that individuals are motivated by the significance of the job and that better performance results from concentrating on the team or organization. All of the elements of transformative leadership are significant, even if experts disagree on which are most crucial. The goal of this research is to determine how each of the four components—idealized influence,

inspirational motivation, intellectual stimulation, and personalized consideration—contributes to employee productivity (Komakech, Obici, & Mwesigwa, 2021).

The idea is relevant to this study because it describes how leaders encourage and inspire staff members by establishing a common goal, building trust, and encouraging creativity. Through idealistic influence, intellectual stimulation, inspiring motivation, and personalized attention, transformational leadership increases worker productivity. This theory provides the foundational framework for evaluating how leadership behaviors affect employee performance in a dynamic organizational setting like CFAO Mobility K Ltd.

### **2.1.2 Transactional theory**

The main proponents and their respective transactional theories are Louise Rosenblatt with the transactional theory of reading and writing (1978), and Richard S. Lazarus and Susan Folkman with the transactional model of stress and coping (1984). Since its first introduction by Max Weber in his socioeconomic book, transactional leadership has gained widespread acceptance among professionals and scholars. Three categories of leaders were distinguished by Bernard Bass in 1981: charismatic, conventional, and bureaucratic. Based on the ideas of trade, transactional leadership incentivizes followers to perform and accomplish predetermined goals. It may be effective quickly and is centered on preserving the status quo. According to Bass's study on transformational and transactional leadership, leaders need to concentrate on making changes in order to stay in their position of authority. Transactional leadership, according to Bass and Avolio (1993), entails inspiring and guiding followers, appealing to their interests, and using incentives and penalties to establish legitimacy. Formal authority and duty inside the company are the source of the leader's power. Transactional leadership is focused on keeping an eye on the company, its procedures, and the results of the market (Nyakundi et al. 2021).

Transactional leadership is a multifaceted strategy for handling the relationships among managers and subordinates. It includes incentives for activities completed well and objectives attained, active management, passive management when standards are not reached, and the laissez-faire component, which permits flexibility in behavior and goal selection. According to the notion, followers get instructions from the leader, workers are motivated by incentives and penalties, and self-motivation does not exist. Building on transformational leadership, the approach enables staff members to accomplish corporate goals and objectives, which eventually results in great employee performance. By making sure that leaders adhere

to rules and regulations, the approach expands on transformative leadership (Nyakundi et al. 2021).

The theory is pertinent as a comparative framework to understand leadership styles focused on structured tasks, clear roles, and reward-punishment systems. While the study emphasizes transformational leadership, transactional leadership helps assess traditional leadership practices and their limits in enhancing productivity. It highlights how a lack of intrinsic motivation and innovation under transactional leadership may contrast with the performance outcomes expected under transformational leadership at CFAO Mobility K Ltd.

## **2.2 Empirical Literature Review**

### **2.2.1 Idealized Influence and Employee Productivity**

Otieno, Linge and Sikalieh, (2019) analysed the effect of idealistic impact on worker participation in the parastatal organizations within the energy sector in Kenya. The research employed an investigation strategy that uses descriptive correlations focusing on a population of 6,263 employees, out of which a sample of 361 respondents was obtained utilizing multi-layered random selection. Information collection was conducted via organized questionnaires and analysed using both inference and analytical techniques, including regression research.. Results showed a noteworthy positive impact of idealized influence on employee productivity as these leaders' garnered strong commitment and trust. The study concluded that idealized influence motivates employees and improves their productive activities in public institutions in the energy sector.

Langat, Linge and Sikalieh, (2019) concentrated on the impact of Idealized impact on workers' job performance in Kenya's insurance sector. With an investigation design that is descriptive, the research focused on all the 8,880 staffs working for the licensed insurance firms, and a sample size of 383 responses were acquired by sampling stratification. Information collection was conducted with self-administered questionnaires, and analysis involved descriptive data as well as multiple regression. The results showed that idealized inspiration significantly improves employee productivity through fostering trust, loyalty, and commitment to the profession. The study concluded that ethical and visionary leadership exercised results in improved employee performance in the insurance industry.

Njiraini et al. (2018) studied the impact of idealized influence and inspirational motivation on job satisfaction for employees working in commercial banks in Kenya. Making use of a

correlating study design, the study selected a sample of 210 employees from a total pool of 1,050 in five banks using stratified and simple arbitrary selection techniques. Information was collected utilizing an established survey, and analysis was done employing regression methods. Idealized leadership had a strong favourable impact on employee productivity through enhanced contentment at work and role clarity. The study recommended that idealized influence should be used in the banking sector to enhance motivation, loyalty, and productivity.

### **2.2.2 Inspirational Motivation and Employee Productivity**

Hasija et al. (2019) conducted an investigation of the impact of a manager's inspiring drive on staff participation to find out the impact of leaders' inspirational motivation on employee productivity. The study employed a descriptive design with a sample size of 120 staffs from several private sector companies in India selected through purposeful sampling. Statistics collection was done using structured surveys and analysed applying regression analysis. Results showed a robust positive correlation between motivational inspiration and employee productivity. Motivated workers exhibited enhanced engagement, creativity, and alignment with goals. The researcher concluded those in power who express a compelling visualisation and enthusiasm significantly improve employee productivity.

Sutanto et al. (2021) studied the impact of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration on HR performance in organizations in Indonesia. The research used a quantitative correlational design with a sample of 150 human resource practitioners acquired by means of stratified random selection. Data was gathered via surveys, that were distributed then subjected to multiple evaluation of regression. The findings exposed that inspirational motivation meaningfully improves worker productivity by bolstering commitment and enthusiasm toward achieving organizational goals. The study concluded that leaders who motivationally “inspire and ignite” with visions and passion, greatly enhance HR and organizational productivity outcomes.

Ameen et al. (2021) examined the impact of inspirational motivation on organizational innovation focusing on its effects on administrative, process, and product innovations as indicators of productivity. The sample was drawn from 230 respondents from technology-based companies in the UAE using basic random selection. Information was gathered via organized online surveys and were analysed applying SEM. Results indicated that motivational inspiration has a significant favourable impact on productivity through

innovation and proactive performance. It was concluded that visionary leadership that motivates employees toward shared goals cultivates a productive innovation culture.

### **2.2.3 Intellectual Stimulation and Employee Productivity**

Komakech et al. (2021) studied the effects of Intellectual stimulation on employee efficiency specifically for middle-level healthcare employees in Uganda. It was cross sectional in nature, and data was collected from 148 healthcare staff using structured questionnaires. Healthcare employees were selected using stratified and purposive sampling methods, and Pearson correlation and qualitative data were used to analyze the data. The study's results confirmed that intellectual stimulation enhanced employee productivity by fostering critical thinking, innovation, and problem-solving skills. Adaptability and operational efficiency were also higher among employees in a stimulating workplace. The study concluded that independent creative thinking challenges from healthcare leaders improve performance in healthcare institutions.

Sutanto et al. (2021) conducted the effect of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration on HR Performance in Indonesian organizations. The study was quantitative and utilized stratified sampling in the natural world to gather information from 150 HR professionals. Data collection involved structured questionnaires. The data assessment was done using a combination of multiple regression. Findings showed that intellectual stimulation actively benefited workforce productivity and innovation by encouraging questioning of established methods. In the study, stimulated employees reported higher engagement and ownership over their work. The study concluded that productive dynamic workplaces and strategically aligned HR performance are a result of leaders who challenge their teams intellectually.

Arif (2021) studied the impact of transformational leadership, discipline, and productivity on employee performance in a corporation based in Indonesia. The investigation used a quantitative approach focusing on a sample size of 200 employees from different sectors of the company, which was obtained through random sampling. Information was gathered through closed-ended questionnaires, which were analysed using multiple linear regressions. The findings indicated that one dimension of transformational leadership, intellectual stimulation and significantly impacted employee productivity by improving creativity and motivation to use new techniques. The study's findings suggest that leaders

who foster and promote active engagement and learning amongst staff greatly influence organizational productivity and performance at both the organizational and individual levels.

#### **2.2.4 Individualized Consideration and Employee Productivity**

Nyakundi et al. (2021) studied utilizing transformational leadership to get great staff members in the banking industry. The study employed a descriptive survey design directing it towards staff of the major commercial banks, with a sample size of 200 drawn by means of stratified random sampling. Information collection was carried out using structured surveys and analysed via regression examination. Results from the research showed that individualized consideration significantly improved employee productivity by meeting needs related to personal development through mentorship and acknowledging contribution at an individual level. The study concluded that leaders and firm's supervisors who grant customized mentorship and support build strong trust and motivation resulting in enhanced engagement and better performance.

Magasi (2021) explored the impact of transformational leadership with a focus on employee empowerment in Tanzanian manufacturing firms. He employed purposive selection to choose a sample of one hundred staff members for his quantitative design. Information was gathered using standardized surveys and subsequently analysed using regression as well as correlation analysis methods. The findings showed that individualized consideration boosted productivity by empowering employees with tailored mentorship, coaching, and feedback. Employees who felt appreciated and supported demonstrated higher job satisfaction and productivity. The study concluded that leaders who provide individual attention to employees nurture a positive organizational culture enhance performance and effectiveness. Abdullah and Holida (2023) studied Transformational Leadership in Increasing Employee Performance Productivity in Indonesian. This study employed a mixed-methods design with 120 participants who were selected through purposive sampling. Data collection included interviews and administration of structured questionnaires which were analysed using thematic and regression analysis. Results demonstrated that individualized consideration played an important influence in shaping employee efficiency optimally through enhancement of their motivation, emotional health, and career development. Employees led with such styles became more committed and willing to perform beyond set parameters. The study concluded that leaders who practice empathy along with individualized attention foster

a culture where employees become more productive, engaged, and aligned with the objectives of the organization.

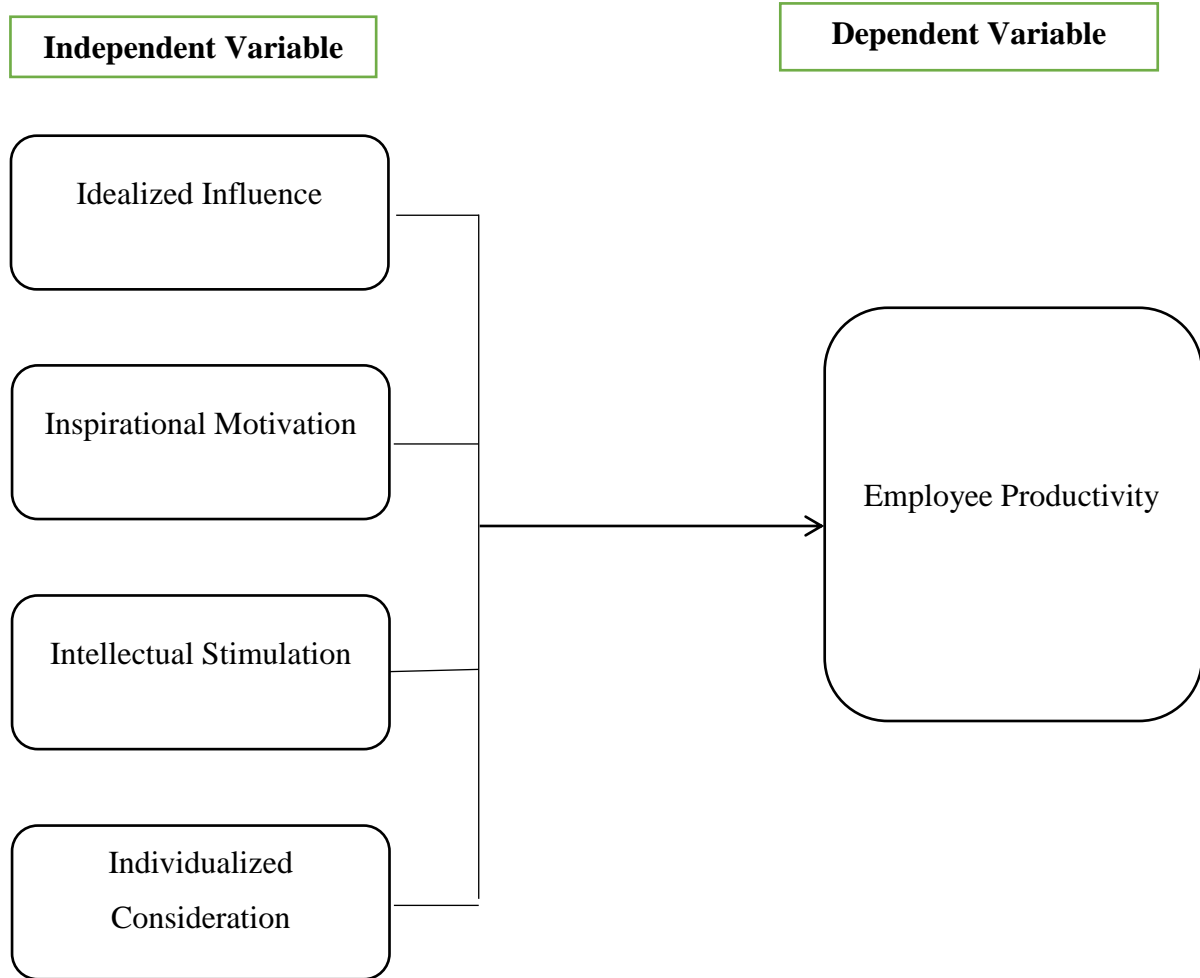
### 2.3 Summary and Research gaps

**Table 1: Summary of Literature and Research Gaps**

<b>Author</b>	<b>Focus</b>	<b>Methodology</b>	<b>Findings</b>	<b>Knowledge Gap</b>	<b>Focus of the proposed Study</b>
Otieno, Linge and Sikalieh (2019)	Inspiration of idealized influence on employee engagement in energy parastatals	Descriptive survey	Idealized influence positively impacts employee productivity through engagement	The study was conducted in the energy sector in parastatals	The current study explored this in the private automotive sector (CFAO K Ltd)
Hasija et al. (2019)	Inspirational motivation by leaders on employee engagement	Quantitative survey	Inspirational motivation enhances employee productivity through engagement	The study used Indian private sector firms	The current study focused on Kenyan private sector (CFAO K Ltd)
Komakech et al. (2021)	Intellectual stimulation and employee performance in healthcare	Cross-sectional	Intellectual stimulation fosters productivity through innovation and problem-solving	The study was conducted in the healthcare sector in Uganda	The current study investigated the same in Kenya's automotive sector (CFAO K Ltd)
Nyakundi et al. (2021)	Transformational leadership and employee performance in banking	Descriptive survey	Individualized consideration improves productivity through mentorship	The study was conducted in the banking sector in Kenya	The current study examined this in the automotive sector (CFAO K Ltd)

### 2.4 Conceptual Framework

A conceptual framework, according to Bogdan and Biklen (2003), is a research tool that aids in raising awareness and understanding of the problem under study as well as communicating this knowledge. The theoretical framework that follows illustrates the connection between relationship marketing and consumer brand preference based on the studied literature.



**Figure 1: Conceptual Framework**

## 2.5 Operationalization of Variables

**Table 2: Operationalization of Variables**

Variable	Indicators	Measurement Scale	Tools of Analysis
Idealized Influence	<ul style="list-style-type: none"> <li>• Role model behaviour</li> <li>• Ethical standards</li> <li>• Personal integrity</li> <li>• Respect from peers</li> <li>• Trustworthiness</li> </ul>	Questionnaire (Likert Scale)	Frequencies Percentages
Inspirational Motivation	<ul style="list-style-type: none"> <li>• Vision clarity</li> <li>• Team enthusiasm</li> </ul>	Questionnaire (Likert Scale)	Frequencies Percentages

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	<ul style="list-style-type: none"> <li>• Goal alignment</li> <li>• Confidence expression</li> <li>• Motivational communication</li> </ul>		
Intellectual Stimulation	<ul style="list-style-type: none"> <li>• Creative thinking</li> <li>• Innovation support</li> <li>• Critical questioning</li> <li>• Idea diversity</li> <li>• Problem-solving mindset</li> </ul>	Questionnaire (Likert Scale)	Frequencies Percentages
Individualized Consideration	<ul style="list-style-type: none"> <li>• Personal attention</li> <li>• Individual support</li> <li>• Employee development</li> <li>• Mentorship</li> <li>• Personal recognition</li> </ul>	Questionnaire (Likert Scale)	Frequencies Percentages
Employee Productivity	<ul style="list-style-type: none"> <li>• Task completion</li> <li>• Output quality</li> <li>• Work efficiency</li> <li>• Target achievement</li> <li>• Team contribution</li> </ul>	Questionnaire (Likert Scale)	Frequencies Percentages

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## 2.6 Chapter Summary

This chapter covered the theoretical framework, which outlines the guiding theories; the empirical review, which examines relevant past studies; research gaps, identifying areas lacking investigation; the conceptual framework, illustrating variable relationships; and the operationalization of variables, detailing how each variable will be measured and analysed within the context of the research.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.0 Introduction

This section present procedures used to carry out the study as described in the research design, target population, sampling techniques, data collection instruments. Data processing techniques, research instrument validity and reliability, and ethical considerations were also outlined in this section.

#### 3.1 Research Design

Kothari (2017) describes a study design as a road map outlining the methodologies and procedures utilized in data collection and analysis. A method of descriptive research was employed for this investigation. According to Orodho and Kombo (2014), descriptive research studies demonstrate how a descriptive survey design may be used to quickly gather essential information about respondents' habits, attitudes, and behaviours, as well as other personality traits. The major purpose of this design was to provide a detailed and orderly description of the topic or scenario being studied.

#### 3.2 Target Population

A population is a group of similar entities that are separated by geography or one or more characteristics (Cramer & Howitt, 2004). The main target population was 91 workers from CFAO Mobility K Ltd.

**Table 3: Target Population**

Category	Population	%
Top Level management	7	7%
Middle Level Management	18	20%
Support Staff	66	73%
<b>Total</b>	<b>91</b>	<b>100</b>

#### 3.3 Sample and Sampling Technique

A sample is a deliberately chosen fraction of a larger population. Thus, sampling is the process of selecting several participants in a research to reflect the greater population from which they are derived (Saunders, Lewis, & Thornhill, 2007). When a census (a whole

population survey) is not practicable, sampling techniques give a viable alternative (Kothari, 2008). This research used a census sampling since the populace is manageable.

### **3.4 Instruments**

Questionnaires were the primary data gathering technique employed. The questionnaire was employed because it saves time, is self-administered, and can be distributed to A lot of individuals. The surveys contained closed-ended questions. In addition, the questions used a Likert scale. The Likert scale items are categorized as Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), and Strongly Disagree (1). The scale assists the researcher in determining the degree to which respondents agree on various aspects concerning the study objectives under consideration. The tool was divided into several sections based on the study goals. The tool was separated into two parts: Division A gathered background details, but Section B collected variable data.

### **3.5 Pilot Study**

The researcher tested the instruments in a pilot study to ensure the validity of the survey used in this investigation. The investigator performed a pilot study using nine surveys (10% of the sample). The researcher made modifications to the survey according to the findings of the pilot research. The pilot study identifies any survey issues (Kothari, 2017).

#### **3.5.1 Validity of Research Instruments**

Validity is defined as the assurance that respondents understand the questions in the questionnaire in the way that the questionnaire creator intended (Griffie, 2012). Cavana, Delahaye, and Sekaran (2001) divide validity into three types: face validity, content validity, and construct validity. Content validity was utilized to confirm that the instruments were correct. To ensure the instrument's validity, the researcher conferred with the study supervisor. Following the creation of data collecting instruments, the researcher examined each statement with the help of a supervisor. The instrument considered legitimate if the experts concur. Instrument was changed based on the experts' observations.

#### **3.5.2 Reliability of Research Instruments**

An evaluation tool is trustworthy if it produces consistent findings. Mugenda and Mugenda (2019) define reliability as the consistency with which a research instrument produces outcomes or data over the course of multiple trials. The study employed Cronbach's alpha to ascertain dependability. Cronbach's alpha coefficient was employed to measure system

reliability. The alpha coefficient, which ranges from 0 to 1, was used to assess the reliability of variables derived from surveys or assessments that have numerous points or dichotomy forms. A higher rating on the scale indicates greater reliability. Cooper and Schindler (2008) identified 0.7 as an appropriate reliability coefficient, therefore the study's cut-off criterion was chosen at that number.

### **3.6 Data Collection Procedure**

The investigator got university approval before beginning the inquiry. Before the study, the researcher met with the respondents to ensure that they are committed to implementing the results. Before beginning the data collection procedure, the investigator informed the participants. To boost respondents' faith in the researcher, the surveys came with a letter. Outlining the research's objectives and limits. Questionnaires were provided to respondents, who subsequently completed them and submit data for collection and analysis.

### **3.7 Data Analysis and Presentation**

Kothari (2017) defines data evaluation as a procedure for converting unstructured data into visible patterns. The completed questionnaires were gathered and were subjected through a thorough screening procedure to determine whether they are appropriate and comprehensive. The purpose of this approach was to address the issue of outliers, which frequently weaken the validity of the investigation's conclusions. To simplify information examination, the Microsoft Excel application was used. The evaluation was based on variance and other statistical indicators, incidence distributions, means, and percentages. The knowledge was presented through tables and talks.

### **3.8 Ethical Considerations**

The investigator observed the following ethical standards.

#### **3.8.1 Informed Consent**

Consent in any research refers to voluntary involvement in the investigation. Obtaining informed permission from participants entails telling them about their rights, the goal of the study, the steps that were taken, the risks involved, and the advantages of participating in the inquiry. The researcher sought approval from a number of agencies to guarantee that this study complies with ethical guidelines for research. Also, before beginning the research, the researcher obtained the agreement of the respondents.

### **3.8.2 Voluntary Participation**

Voluntary engagement occurs when a human investigation participant chooses whether or not to participate in an inquiry. This means that in order for the study to continue, the responder must grant informed consent. Those that took part in the study were informed of the research's purpose, letting people choose whether or not to take part.

### **3.8.3 Confidentiality**

Research confidentiality is predicated on keeping concepts and data private. A brief introduction to a questionnaire provided some anonymity and assures that the information collected was solely utilized for academic purposes.

### **3.8.4 Privacy**

One component of research codes and ethics is the study privacy response, which mandates that each investigator have the right to privacy when doing research. Furthermore, it protects respondent anonymity by making certain that no respondent can be recognized only by their replies to questions or surveys. The researcher guaranteed that no respondents may be identified only from their survey responses.

### **3.8.5 Anonymity**

Anonymity is the protection of confidentiality by hiding respondents' identities, ethnic or racial heritage, and other personally identifiable information. Respondents were not asked to complete surveys using their real identities because all responses were coded to protect their anonymity.

## **3.9 Chapter Summary**

This section highlighted the foundation and the research design. Research instrument validity and reliability are discussed. The process for gathering information is given and the data processing and examination are outlined. Finally, the model for the study is highlighted and the research ethics are discussed.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.0 Introduction

The findings, research limitations, and chapter summary are presented in this chapter.

#### 4.1 Response Rate

**Table 4: Response Rate**

Category	Frequency	%
Response	70	77%
Non-Response	21	23%
<b>Total</b>	<b>91</b>	<b>100%</b>

There were 91 respondents in the sample population. Of the 91 questionnaires provided to participants, 70 were returned. This reflects 77% of replies, which is much higher than Mugenda & Mugenda's (2019) extremely good threshold of 70%. Coopers and Schindler (2017) suggest that a response rate of at least 70% is appropriate for analysis, hence the 77% response rate in this experiment was deemed satisfactory.

#### 4.2 Demographic Findings

##### 4.2.1 Gender

**Table 5: Gender**

Category	Frequency	%
Male	40	57%
Female	30	43%
<b>Total</b>	<b>70</b>	<b>100</b>

The research sample consisted of both male and female respondents, with 57 percent male and 43 percent female. This arrangement of genders gave a balanced viewpoint, allowing the study to gather varied opinions and experiences about transformational leadership and employee productivity from both male and female participants in the business.

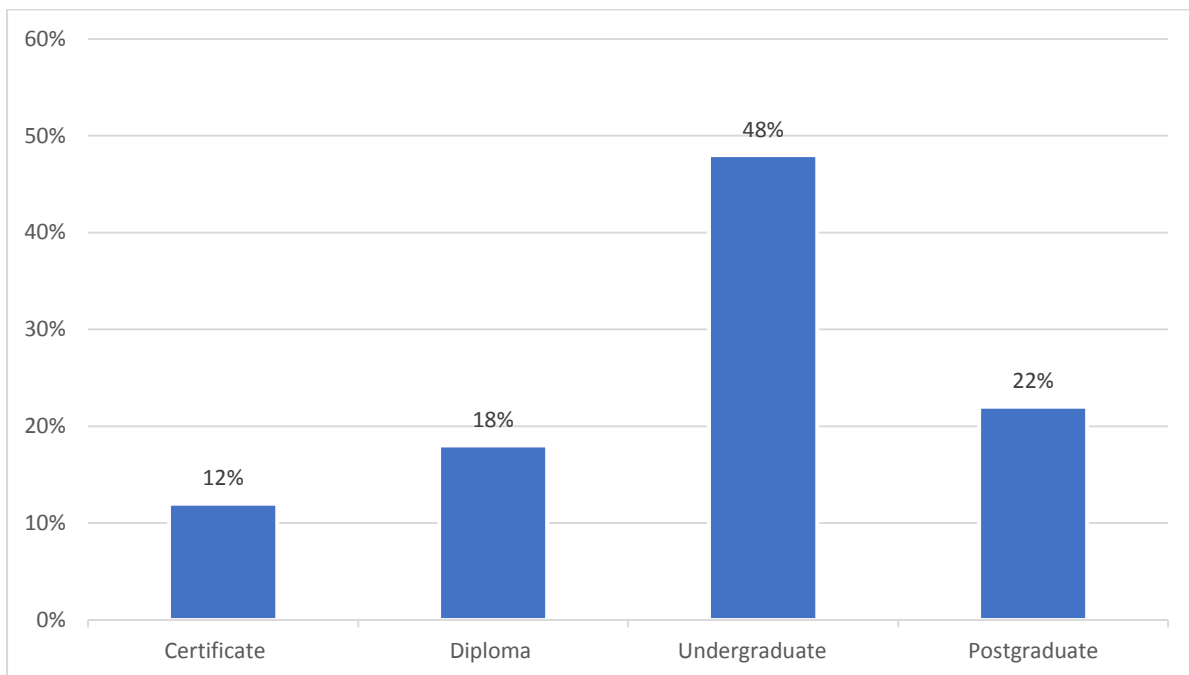
#### 4.2.2 Age Bracket

**Table 6: Age Bracket**

Category	Frequency	%
18 to 29	18	26%
30 to 39	28	40%
Above 40	24	34%
<b>Total</b>	<b>70</b>	<b>100</b>

Table 6 depicts the age breakdown of the research participants. The bulk of the sample (40 percent) was between the ages of 30 and 39. 34 percent of respondents were above the age of 40, while 26 percent were between the ages of 18 and 29. This demonstrates a wide representation across age groups in the research. As Kamundia and Kombo (2021) point out, respondents' age has a substantial influence on how they feel about various situations.

#### 4.2.3 Level of Education



**Figure 2: Level of Education**

Figure 2 shows that respondents' highest levels of education varied, with the majority holding an undergraduate (48%) and postgraduate (22%) degrees, while certificate holders (18%) came in second and third place, respectively. A total of 12% of respondents held a certificate. This shows that the respondents had an acceptable educational background.

These educational backgrounds helped respondents to provide objective responses to survey questions.

### 4.3 Descriptive analysis

#### 4.3.1 Idealized Influence

**Table 7: Idealized Influence**

<b>Statements</b>	<b>Mean</b>	<b>Std. Deviation</b>
My supervisor consistently demonstrates role model behaviour that inspires me to improve my work ethic.	4.12	0.99
My supervisor upholds and promotes strong ethical standards in all leadership decisions.	4.10	0.90
My supervisor displays personal integrity even in challenging or high-pressure situations.	3.99	1.06
My supervisor commands respect from peers due to their exemplary conduct and leadership.	3.88	1.10
I consider my supervisor trustworthy in both professional and personal matters at work.	4.04	0.88

Based on the information in Table 7, it appears that employees of CFAO Mobility K Ltd. have a good perception of idealized influence. Supervisors model appropriate behaviour. So, the employees feel that the supervisors demonstrate (Mean=4.12, STD=0.99) work ethic. Moreover, employees strongly feel that supervisors upholding strong ethical standards (Mean=4.10, STD=0.90) adds to idealized influence perception. Even the score of 3.99 on personal integrity in high-pressure situations (STD=1.06) speaks to CFAO supervisors' positive controlling behaviour. Supervisors' exerting exemplary behaviour granted employees respect (Mean=3.88, STD=1.10) but off the work granted personal trustworthiness (Mean=4.04, STD=0.88).

#### 4.3.2 Inspirational Motivation

**Table 8: Inspirational Motivation**

<b>Statements</b>	<b>Mean</b>	<b>Std. Deviation</b>
My supervisor clearly communicates a compelling vision that guides our team's purpose.	3.82	0.90
My supervisor actively inspires team enthusiasm and commitment toward shared goals.	4.01	0.80
My supervisor ensures that team goals are aligned with both individual roles and organizational objectives.	3.90	1.06
My manager often conveys confidence in our team's capacity to achieve goals.	3.91	1.04

My supervisor uses motivating and encouraging language that boosts team morale.	3.80	1.03
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According to Table 8, CFAO supervisors accept inspirational motivation to a moderate degree. Most notable was the upholding of team enthusiasm and commitment (Mean=4.01, STD=0.80). Strongly ranking to express confidence in team performance (Mean=3.91, STD=1.04) and using encouraging language to boost morale to a minimum (Mean=3.80, STD=1.03). Setting goals to align with individual roles and organizational objectives (Mean=3.90, STD=1.06) rounded off placing value on individual contribution toward common goals. Even slightly lower was communicating a compelling vision (Mean=3.82, STD=0.90).

### 4.3.3 Intellectual Stimulation

**Table 9: Intellectual Stimulation**

Statements	Mean	Std. Deviation
My manager pushes me to use my imagination and try out novel methods for completing assignments.	4.14	0.80
My boss encourages creativity by letting us try out novel concepts without worrying about the results.	4.02	0.93
My manager pushes us to think critically and challenge accepted wisdom.	4.02	0.89
My supervisor creates an environment that welcomes diverse ideas and opinions during problem-solving.	3.96	0.92
My supervisor promotes a mindset where problems are viewed as opportunities for growth and improvement.	3.84	1.03

The results in Table 9 indicate that intellectual stimulation is satisfactorily reinforced at CFAO Mobility K Ltd. Supporting creative thinking received the uppermost mean score (Mean=4.14, STD=0.80) trailed by support of uninhibited experimentation (Mean=4.02, STD=0.93) and fostering of critical thinking (Mean=4.02, STD=0.89). Supervisors were perceived to support inclusive problem-solving (Mean=3.96, STD=0.92) and the promotion of a growth-oriented mindsets around challenges was received more lukewarm (Mean=3.84, STD=1.03).

#### 4.3.4 Individualized Consideration

**Table 10: Individualized Consideration**

<b>Statements</b>	<b>Mean</b>	<b>Std. Deviation</b>
My supervisor provides personal attention to my unique professional needs and concerns.	4.02	0.93
My supervisor offers individualized support to help me overcome work-related challenges.	4.12	0.70
My supervisor actively invests in my growth through training and development opportunities.	4.12	0.86
My supervisor serves as a mentor who guides me toward achieving my career goals.	4.02	0.99
My supervisor consistently acknowledges and rewards my personal efforts and achievements.	4.04	0.85

Table 10 suggests that individualized consideration is well observed by the supervisors at CFAO Mobility K Ltd. Highlighted in the results were offering specific support (Mean=4.12, STD=0.70) and supporting employee processes through offering appropriate development (Mean=4.12, STD=0.86). Recognizing specific contributions (Mean=4.04, STD=0.85), attention to the concern of the employee (Mean=4.02, STD=0.93), and career mentoring (Mean=4.02, STD=0.99) were also positively rated suggesting a favourable perception of supervisory customization.

#### 4.3.5 Employee Productivity

**Table 11: Employee Productivity**

<b>Statements</b>	<b>Mean</b>	<b>Std. Deviation</b>
I am able to consistently complete my tasks within the expected timeframes.	3.86	0.91
The quality of my work output meets or exceeds the set performance standards.	4.03	1.14
I maintain high levels of efficiency in how I manage time and resources at work.	3.83	1.03
I regularly achieve or surpass the performance targets assigned to me.	3.98	0.97
I actively contribute to the success of my team through collaboration and shared responsibility.	4.18	1.03

The perception of employee productivity at CFAO Mobility K Ltd is positive, as shown in Table 11. Collaboration with teammates receives the highest rating, contributing a mean of

4.18 with a standard deviation of 1.03. This is closely followed by participants meeting or exceeding performance benchmarks at 3.98 with a standard deviation of 0.97, and producing quality work at 4.03 with a standard deviation of 1.14. Compliance with deadlines is rated moderately at 3.86 with a standard deviation of 0.91. In this category, the weakest score of 3.83 and a standard deviation of 1.03, although still above average, was recorded for the effective use of time and resources.

#### **4.4 Limitations of the Study**

The generalizability of this research's results was impacted by several limitations. First, the study was restricted to CFAO Mobility K Ltd, which does not represent other organizations or industries. Second, the use of self-reported questionnaires introduces bias as respondents may answer in a socially desirable way or in a way expected by the organization. Third, a lack of time resources limited the scope of data collection and analysis. The study's snapshot approach further restricted the ability to observe long-term changes. Lastly, uncontrolled external factors like economic or organizational changes may distort the results in regards to employee productivity.

#### **4.5 Chapter Summary**

This section provided the research results, discusses the research's limitations, and results with a summary, highlighting key insights and challenges encountered during the investigation process.

## **CHAPTER FIVE**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSIONS**

#### **5.0 Introduction**

This chapter covers the summary of findings, conclusion, recommendations and suggestions for further studies.

#### **5.1 Summary of Findings**

##### **5.1.1 Idealized Influence and Employee Productivity**

The research shows that employees at CFAO Mobility K Ltd. perceive supervisors as idealized influence, as they model appropriate behaviour and uphold strong ethical standards. They also feel that supervisors' positive controlling behaviour, particularly in high-pressure situations, contributes to their perception of idealized influence. While exemplary behaviour grants respect, it also fosters personal trustworthiness, with a mean score of 3.88.

##### **5.1.2 Inspirational Motivation and Employee Productivity**

The research found that supervisors at CFAO accept inspirational motivation moderately, with a strong emphasis on team enthusiasm and commitment. They express confidence in team performance and use encouraging language to boost morale. Goals are set to align with individual roles and organizational objectives, and value individual contributions towards common goals. Communicating a compelling vision is also considered low.

##### **5.1.3 Intellectual Stimulation and Employee Productivity**

The research shows that intellectual stimulation is well-received at CFAO Mobility K Ltd, with creative thinking receiving the highest score, followed by uninhibited experimentation and critical thinking. Supervisors are perceived to support inclusive problem-solving, while promoting growth-oriented mindsets around challenges is lukewarm.

##### **5.1.4 Individualized Consideration and Employee Productivity**

The study indicates that supervisors at CFAO Mobility K Ltd are well-observed, offering specific support and appropriate development to employees. They also recognize specific contributions, pay attention to employee concerns, and provide career mentoring, indicating a favourable perception of supervisory customization.

## **5.2 Conclusion**

The research concluded that idealized influence meaningfully influences worker productivity at CFAO Mobility K Ltd. Supervisors are ethical and integrity-preserving role models who influence employees through noteworthy actions. Employees regard their supervisors as trustworthy and respectful figures within the organization. This admiration and trust seem to positively influence employee motivation and behaviour at the workplace. The continuing practice of leadership through ethics helps employees deepen their sense of professional commitment and encourages the cultivation of constructive work and moral habits.

The study concluded that CFAO Mobility K Ltd. supervisors positively enhance productivity through the practice of inspirational motivation. Supervisors are perceived as moderately effective in motivating staff through vision sharing, goal alignment, and encouragement, while communicating the purpose of the team, the supervisors do express confidence in the team, but morale in the team does not seem to be inspired effectively either by their language or their presence. However, the presence of motivational leadership attributes adds to collective enthusiasm and the feeling of direction and commitment, which improves engagement and productivity.

The study concluded that intellectual stimulation is clearly practiced and bears positive results towards productivity at CFAO Mobility K Ltd. Supervisors advocate for innovation, problem-solving, and create a work culture that favours unique and novel ideas, encouraging new concept and thought experimentation. Employees are compelled to challenge accepted norms and work critically, fostering adaptability and ongoing enhancement. Bringing different views is welcomed, and the framing of them as challenges to be solved as a potential for improvement boosts learning at different levels. This type of intellectual empowerment enhances the feelings of the employees to be appreciated for their critical inputs and inspires them to participate more actively in the administrative performance.

The research concluded that individualized consideration has impact to productivity of employees in CFAO Mobility K Ltd. Supervisors are regarded to be as much as concerned with the professional needs and challenges as to offer tailored support with mentoring to the employees and attend to their particular professional needs. They also support organizational employee development by offering training and acknowledging performance at the organizational level. Job happiness is positively impacted by this., professional relations and the development of a positive supportive culture that offers recognition and motivation on all

employee. Employees demonstrate their commitment to organizational performance, showing increased persistence to the propounded leadership practices and improvement of organizational productivity.

### **5.3 Recommendations**

The research suggests that CFAO Mobility K Ltd strengthen idealized influence by ensuring their direct supervisors encourage acting as ethical role models who lead by example. Emphasizing ethical leadership strengthens trust and respect which is essential for leadership development. Supervisors' influence through emotional intelligence and open discussions on corporate values and expected behaviours can nurture respect. Strengthening this dimension may motivate employees to embrace organizational goals and uphold exemplary professionalism.

The research suggests that CFAO Mobility K Ltd enhance idealized influence by focusing on inspirational motivation by equipping supervisors with tools and training to communicate a compelling and unifying company vision. Shared corporate goals should motivate employees through the use of emotionally persuasive and engaging communication. Team briefings, motivational dialogues, and celebrating milestones can enhance commitment to the shared vision. Each employee should receive consistent clear and inspiring communication that reinforces the significance of their role which in turn improves team motivation and productivity.

In making policy decisions, the research suggests that CFAO Mobility K Ltd should uphold intellectual consideration by fostering a culture of innovation, critical thought, and a learning continuum. Supervisors should receive training designed to help them cultivate an environment that permits safe methodological questioning, experimentation, and sharing of divergent ideas. Access to workshops, problem-solving and brainstorming sessions should be provided to stimulate adaptability and curiosity. Thoughtful leadership should, as a matter of policy, challenge employees to stimulate their mental faculties and reward those who propose constructive alternatives to the status quo. Sustained employee engagement and continuous improvement as described above is possible with the initiatives.

The research suggests CFAO Mobility K Ltd should customize motivational factors by reinforcing individualized consideration, hence CFAO Mobility K Ltd could further benefit by adopting the personalized leadership styles which recognizes and accommodates each

employee's development pathway. Supervisors should be proactive to check in with the employees and understand their needs in relation to professional expectations, and offer targeted mentorship and feedback. Specialized training should be provided tailored to the individual needs to enhance personal development. Deliberate recognition of personal achievements should also be emphasized, to strengthen the sense of belonging. Emphasizing this approach leads to long lasting impacts of trust, motivation, and retention of employees.

#### **5.4 Suggestions for Further Research**

Future scholars could explore the influence of transformational leadership on employee productivity across different industries to allow for broader generalization of findings. Evaluations of public and private organizations may also offer profounder understandings into contextual differences in leadership effectiveness. Additionally, longitudinal studies could assess how transformational leadership impacts productivity over time. Researchers may consider using qualitative techniques like interviews or focus groups to gain more detailed perspectives on employee experiences. Further studies could also examine how demographic factors like age, gender, or tenure moderate the association between transformational management and employee productivity in various organizational settings.

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**APPENDICES**  
**APPENDIX I: INTRODUCTION LETTER**

Dear Respondent

I am a student at the Management University of Africa, I'm conducting research on the topic:  
THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE  
PRODUCTIVITY: A CASE STUDY OF CFAO MOBILITY K LTD.

I humbly beg for your assistance with this research by responding to the enclosed  
questionnaire. You can be sure that any information you submit will be kept confidential and  
used only for scholarly purposes.

Your assistance is much appreciated.

Yours faithfully,

REMMY REDEMPTOR CHEPKIRUI

## APPENDIX II: QUESTIONNAIRE

### SECTION A: BACKGROUND INFORMATION

*Please Tick as Appropriate*

#### 1. Gender

Male

Female

#### 2. Indicate your age bracket

18 to 29

30 to 39

Above 40

#### 3. Indicate Level of education

Certificate

Diploma

Undergraduate

Postgraduate

### SECTION B: STUDY VARIABLES

**Please tick the response which matches your opinion. Key: 1=(SD)- Strongly disagree, 2=(D)- Disagree, 3=(UD)-Undecided, 4=(A)- Agree, 5=(SA)- Strongly agree).**

Variable	Statements	1	2	3	4	5
Idealized Influence	My supervisor consistently demonstrates role model behaviour that inspires me to improve my work ethic.					
	My supervisor upholds and promotes strong ethical standards in all leadership decisions.					
	My supervisor displays personal integrity even in challenging or high-pressure situations.					
	My supervisor commands respect from peers due to their exemplary conduct and leadership.					
	I consider my supervisor trustworthy in both professional and personal matters at work.					
Inspirational Motivation	My supervisor clearly communicates a compelling vision that guides our team's purpose.					
	My supervisor actively inspires team enthusiasm and commitment toward shared goals.					
	My supervisor ensures that team goals are aligned with both individual roles and organizational objectives.					
	My supervisor frequently expresses confidence in our team's ability to meet targets.					
	My supervisor uses motivating and encouraging language that boosts team morale.					
Intellectual Stimulation	My supervisor encourages me to think creatively and explore new approaches to tasks.					
	My supervisor supports innovation by allowing us to experiment with new ideas without fear of failure.					
	My supervisor challenges us to think critically and question conventional methods.					
	My supervisor creates an environment that welcomes diverse ideas and opinions during problem-solving.					
	My supervisor promotes a mindset where problems are viewed as opportunities for growth and improvement.					

Individualized Consideration	My supervisor provides personal attention to my unique professional needs and concerns.					
	My supervisor offers individualized support to help me overcome work-related challenges.					
	My supervisor actively invests in my growth through training and development opportunities.					
	My supervisor serves as a mentor who guides me toward achieving my career goals.					
	My supervisor consistently acknowledges and rewards my personal efforts and achievements.					
Employee Productivity	I am able to consistently complete my tasks within the expected timeframes.					
	The quality of my work output meets or exceeds the set performance standards.					
	I maintain high levels of efficiency in how I manage time and resources at work.					
	I regularly achieve or surpass the performance targets assigned to me.					
	I actively contribute to the success of my team through collaboration and shared responsibility.					

## APPENDIX III: DATA COLLECTION LETTER



Date: 23<sup>rd</sup> July 2025


TO WHOM IT MAY CONCERN

**REMMY REDEMPTOR CHEPKIRUI- BML/36/01328/3/23**

This letter serves to introduce the above named who is a **Bachelors of Management and Leadership (BML)** student and is interested in carrying out research on The Influence of Transformation Leadership on Employee Productivity A Case Study of CFAO Mobility Kenya.

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,

  
23 JUL 2025  
Dr. Juster Nyaga  
**Dean, School of Management and Leadership**