

**THE ROLE OF TRANSFORMATIONAL LEADERSHIP ON
PRODUCTIVITY OF WOMEN-LED FEDERATION OF KENYA
EMPLOYERS' MEMBER ENTERPRISES IN NAIROBI CITY COUNTY,
KENYA**

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Declaration

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than Pan Africa Christian University for academic credit.

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TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	vii
ACKNOWLEDGEMENT.....	viii
ABSTRACT.....	ix
LIST OF TABLES	x
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS.....	xii
OPERATIONAL DEFINITION OF TERMS.....	xiii
CHAPTER ONE	1
Introduction	1
Background to the Study	1
Statement of the problem	5
General Objective of the study	7
Specific Objectives of the study	7
Research Questions	8
Specific Research Questions	8
Assumptions of the study	8
Significance of the study	9
Scope of the Study.....	10
Limitations and Delimitations	10
Chapter Summary.....	11
CHAPTER TWO: REVIEW OF RELATED LITERATURE.....	12
Introduction	12
Empirical Review.....	12

Idealized Influence and Productivity of Women-led Enterprises.....	13
Inspirational Motivation and Productivity of Women-led Enterprises	16
Intellectual Stimulation and Productivity of Women-led Enterprises.....	20
Individualized Consideration and Productivity of Women-led Enterprises	23
Productivity of Women-led Enterprises	26
Theoretical Review	29
Transformational Leadership Theory	30
Full Range Leadership Theory	31
Systems Theory	33
Conceptual Framework	37
Synthesis of Research Gaps.	34
Chapter Summary.....	38
CHAPTER THREE: RESEARCH METHODOLOGY.....	39
Introduction	39
Research philosophy	39
Research Design.....	39
Population.....	41
Sample and Sampling Procedures	41
The Sampling frame	42
Sampling Procedure.....	42
Sample size determination.....	42
Research Instrument.....	43
Pilot Testing	44
Data Collection Procedure	45
Data Analysis and Presentation.....	45
Ethical Considerations.....	46
Chapter Summary.....	47

CHAPTER FOUR: RESULTS AND DISCUSSION	48
Introduction	48
Response Rate	48
Reliability Analysis Results	48
Demographic Information of the Respondents	49
Gender of the Respondents.....	50
Age of the Respondents.....	51
Respondents Level of Education	51
Respondents' Experience	52
Respondents' Sector	53
Position Held in the Organization	53
Descriptive Results.....	54
Descriptive Analysis for Idealized Influence	54
Descriptive Analysis for Inspirational Motivation	57
Descriptive Analysis for Intellectual Stimulation	58
Descriptive Analysis for Individualized Consideration.....	61
Descriptive Analysis for Productivity	62
Inferential Results	65
Correlation Analysis	65
Regression Analysis	67
Limitations of the Study.....	69
Chapter Summary.....	70
CHAPTER FIVE: SUMMARY OF FINDINGS, RECOMMENDATIONS AND	
CONCLUSION	71
Introduction	71
Summary of Findings	71
Idealized Influence	71

Inspirational Motivation	71
Intellectual Stimulation.....	72
Individualized Consideration.....	72
Productivity of women-led FKE Member Organizations.....	72
Conclusion.....	73
Idealized Influence and productivity	73
Inspirational Motivation and productivity	73
Intellectual Stimulation and productivity	74
Individualized Consideration and productivity	74
Synthesis of Transformational Leadership and Organizational Productivity	75
Recommendations	75
Idealized Influence and Productivity	75
Inspirational Motivation and Productivity.....	76
Intellectual Stimulation and Productivity	76
Individualized Consideration and Productivity	77
Suggestions for Further Studies	77
REFERENCES.....	79
APPENDICES	89
Appendix I: Research Questionnaire.....	89
Appendix II: <i>Key Informant Interview Schedule</i>	86
Appendix III: Pilot Study Reliability Analysis Results	88
Appendix IV: Research License.....	91
Appendix V: Editing Certificate	93
Appendix VI: Research Ethics Clearance Certificate	94

Dedication

To God Almighty, all families, including mine, whose role in my studies cannot be disregarded. I also dedicate this work to all families, including mine, who support one another in their quest for progress as my own has done for me without reservation. In honour of my late father, Clarence M. Dero, I am committed to striving always to be an exceptionally transformative leader one who uplifts, inspires, and creates lasting impact.

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Abstract

Women have increasingly gained access to leadership positions in both commercial and development sectors. While female leaders adopt diverse leadership approaches, transformational leadership remains one of the most widely applied styles. However, limited research has explored the extent to which female transformational leadership influences the productivity of women-led organizations. This study, therefore, evaluated the impact of transformational leadership on the productivity of women-led enterprises in Nairobi City County, Kenya, focusing on organizations that are members of the Federation of Kenya Employers (FKE). The study's specific objectives were: to assess the influence of idealized influence on the productivity of women-led enterprises in Nairobi City County, Kenya; to establish the impact of inspirational motivation on the productivity of women-led enterprises in Nairobi City County, Kenya; to evaluate the effect of intellectual stimulation on the productivity of women-led enterprises in Nairobi City County, Kenya; and to assess the role of individualized consideration on the productivity of women-led enterprises in Nairobi City County, Kenya. Grounded in Transformational Leadership Theory, Full range leadership theory and the Systems theory, the research adopted a pragmatic research philosophy and employed a mixed-methods research design. The target population comprised 312 managers, each representing a women-led FKE-member enterprise in Nairobi. Using a multi-stage stratified random sampling technique, a sample of 172 respondents was selected. The population was stratified geographically whereupon the women led FKE member enterprises were mapped out in the city county. Every stratum was further classified in terms of the industry from which a random sample was selected from each stratum to facilitate data collection. Both primary and secondary data were analyzed. Primary data from structured questionnaires and key informant interviews and secondary data from published reports, existing literature, and sector-specific economic reports were used for analysis. The data was first analyzed quantitatively followed by qualitative analysis to help explain and interpret the quantitative results. The data was analyzed both descriptively and inferentially using SPSS Version 30, whereas secondary data were examined through content analysis to validate primary findings. The study revealed a strong, positive, and statistically significant influence of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on productivity of the women-led organizations. Results were presented in tables and interpreted using statistical measures, including means, variances, standard deviations, and percentages. This study contributes valuable insights to women leaders, aspiring female executives, leadership students, researchers, policymakers, and senior managers. The findings support informed decision-making in leadership development and organizational productivity within women-led enterprises.

List of Tables

Table 1 Summary of Research Gaps.....	35
Table 2 Sampling Frame	42
Table 3 Reliability Analysis Results.....	49
Table 4 Respondents by Level of Experience.....	52
Table 5 Respondents by sector	53
Table 6 Respondents' Ranking in Organizations.....	53
Table 7 Descriptive Results for Idealized Influence.....	54
Table 8 Descriptive Results for Inspirational Motivation.....	57
Table 9 Descriptive results for Intellectual Stimulation	58
Table 10 Descriptive results for Individualized Consideration	61
Table 11 Descriptive Results for Productivity.....	62
Table 12 Correlation Analysis Results	65
Table 13 Transformational Leadership and Productivity of Women-led Organizations	68

List of Figures

Figure 1 Conceptual framework	38
Figure 2 Respondents by Gender	50
Figure 3 Respondents by Age in Years.....	51
Figure 4 Respondents by Level of Education	51

Abbreviations and Acronyms

ANOVA:	Analysis of Variances
CEO:	Chief Executive Officer
Exec D:	Executive Director
FKE:	Federation of Kenyan Employers
FRLT:	Full Range Leadership Theory
GDP:	Gross Domestic Product
IDI:	In-Depth Interviews
KEPSA:	Kenya Private Sector Alliance
KIIs:	Key Informant Interviews
MDG's:	Millennium Development Goals
MLQ:	Multifactor Leadership Questionnaire
MPs:	Members of Parliament
SACCO:	Savings Credit and Co-operative Societies
SDG's:	Sustainable Development Goals
SPSS:	Statistical Package for Social Sciences
TLT:	Transactional Leadership Theory

Operational Definition of Terms

Transformational leadership: is a form of leadership which involves the identification of the needed changes in an organization and then creating a vision to direct the employees' efforts and talents towards realization of set goals through a combination of awards, motivation, and performance appraisals (Farnsworth, Clark, Hall, Johnson, Wysochi, & Kepner, 2020).

Organizational productivity: refers to behaviors that are pertinent to organizational goals which are under the control of individual employees (Mitra, Nikore, & Gupta, 2022).

Productivity: refers to performance expressed in terms of the proportion of the output yielded from inputs used in each production process (Mitra et. al., 2022).

Women Leader: A female person holding a leadership position (Haan, 2016).

Women Leader Productivity: Productivity resulting from the leadership exercised by a woman holding a leadership role (Calder, Boost, Busiello, & Fox, 2021).

Federation of Kenya Employers: A membership organization bringing together associations of employers across different sectors of the Kenyan economy (Federation of Kenya Employers (FKE), 2022).

Federation of Kenya Employers Member Organizations: Enterprises that are formally registered and licensed to conduct business in Kenya and draw their membership from the Federation of Kenya Employers (FKE, 2022)

Chapter One

Introduction

This chapter provides a brief overview of the key ideas and elaborate background information, highlighting the study variables, the statement of the problem, the research objectives, the research questions, the assumptions, the significance and scope of the study, the limitations and delimitations as well as the chapter summary.

Background to the Study

In recent times, women have been promoted to leadership roles in local, regional, and global contexts, helping to progress gender mainstreaming and taking into consideration their special talents and abilities. Corporate strategy, management, and developments in organizational performance research have all focused on increasing organizational productivity. Although extensive research on the relationship between leadership and productivity conducted globally, gender perspectives on the relationship between leadership and organizational productivity are still evolving.

Studying the productivity levels of organizations run by women is becoming more and more popular as attempts to mainstream gender issues across numerous industries and social groups continue to fall short. This is in response to growing worries about differences between the beginning resource endowments of male- and female-led businesses, cultural standards, and the sector sorting into low-productivity industries that limit the entrepreneurial potential of women-led firms. (World Bank Group, 2014). In the recent past, the role of women in organizational, national and regional development has gained attention as women are reported to exude great potential in leadership positions. Some of the women in leadership positions, especially,

in the corporate world have transformed and steered their organizations to higher levels of productivity and performance contrary to some chauvinistic perceptions that belittle the potential of women (Haan, 2016; Liu, Wei, & Xu, 2021; Muthoni, 2019).

Through transformational leadership, people in leadership roles; both men and women, influence organizational change by making a significant and positive impact, improving employee motivation, morale, and performance, and instilling self-commitment to the organization's vision, mission, goals, and ideals. To achieve the required organizational performance, followers of transformational leaders are said to be inspired, empowered, and given a sense of direction. It takes shape when a leader collaborates with the people they supervise to identify the changes that are needed, develop a vision for how the changes will be directed by insight, and put the changes into action.

According to Muliati, Asbari, Nadeak, Novitasari, and Purwanto (2022) transformational leaders, work hand in hand with their followers, giving them direction, presenting challenging scenarios and motivating them towards effecting the desired change for enhanced performance. This is achievable through the tactical use of the leader's idealized influence, intellectual stimulation, inspiration and individualized consideration of the followers' needs and expectations. This often calls for commitment by both the leader and those they lead to realize progressive change. As such, this study sought to unravel the relationship between transformational leadership and the productivity of women-led enterprises, especially the enterprises that are duly registered members of the Federation of Kenya Employers (FKE).

There are a total of 362 FKE member organizations in Kenya out of which 312 representing 86.19% of the FKE members operate within the precincts of Nairobi City

County, while the rest of the FKE members operate from other parts of the country. These organizations operate in different sectors of the economy producing goods and services and further creating employment opportunities.

In pursuit of a deeper understanding of the relationship between transformational leadership and the productivity of organizations that are led by women, it is critical to, first of all, examine the broader perspective of the elements that constitute transformational leadership. Essentially, the elements of transformational leadership include; individualized consideration, intellectual stimulation, inspirational motivation and idealized influence. According to Farnsworth, Clark, Hall, Johnson, Wysocki, and Kepner (2020), the four elements of transformational leadership style are also referred to as the “4Is” and are variously defined as the independent variables in this study.

Individualized influence refers to the extent to which a leader acts as a role model by listening, mentoring and attending to the concerns and needs of each of the followers. This is important to gain the trust and respect of the followers and to influence them in decision-making. On the other hand, inspirational motivation involves motivating the followers to commit to the vision of the organization by encouraging team spirit towards the realization of organizational goals. Besides, intellectual stimulation entails promoting critical thinking and problem-solving by promoting optimism, while encouraging innovation and creativity. Individual consideration is all about coaching and advising the associates as well as followers to reach the set organizational goals.

Globally, organizations that adopt transformational leadership positively influence their employees towards better performance and therefore boost

organizational productivity. Transformational leadership is credited with inspiration, mentorship and influence of members to perceive work as something of value, change their attitudes to work and other people, and encourage creativity and innovation for the organization to achieve beyond normal expectations (Musa, Danjuma, Fadele, Ritonga, Muhammad, Djajanto, & Herawan, 2018; Nguyen, Nguyen, Duong, & Doan, 2022; Farnsworth, *et. al*, 2020; Muliati, *et. al*, 2022; Hulu, 2022).

Whereas Nguyen, Nguyen, Duong, and Doan (2022) opine that transformational leadership indirectly affects employee creativity in Vietnam, Idris, Suyuti, Supriyanto, and As (2022) observe that transformational leadership does not influence employee performance in Indonesia which is contrary to the expectation. According to Mitra, Nikore, & Gupta (2022) strengthening the MSME ecosystem in India is done continuously to enhance the competitiveness of the sector and further support women-led enterprises by enhancing access to finance, training, providing training, access to ICT and sustainable infrastructure.

According to Haan (2016), women in developing countries have been witnessed to dominate the MSME sector which accounts for about 80% of the employment opportunities. The statistics obtained from International Finance Corporation (IFC) indicate that one in every three formal enterprises is owned or controlled by women. In Africa, the study shows that women dominate the early stage micro and small enterprises as most of them establish these enterprises out of necessity and lack of employment, unlike the male-dominated enterprises. In Zimbabwe, most (56%) of the early-stage micro small and medium enterprises are women-led or owned by women (Haan, 2016). However, a host of challenges and resource constraints faced by the women-owned and women-led enterprises have had far-reaching implications on the productivity of these enterprises. Whereas enterprises led by both men and women

operate in the same environments and face similar macro-economic dynamics, women-led enterprises have been mostly affected and their operations jeopardized especially in times of crises which ultimately hamper their productivity. Musa et. al (2018) in their intellectual excursion of the impact of transformational leadership on employee performance in Nigeria observe that transformational leadership greatly influences employee performance.

Mutua, Mutetei, & Kithinji (2021) study on the link between transformational leadership style and economic growth in the SACCO movement in Kenya advocates for adoption of transformational leadership style to enhance performance. A study was carried out by Njogu (2015) notes that transformational leadership improves organizational productivity. The majority of accessible literature only focuses on organizational productivity against the backdrop of non-leadership-related factors which affect productivity or performance. They hardly highlight women's leadership in detail. This study is aimed at bridging the policy and knowledge gap by addressing how female transformational leaders influence organizational productivity focusing on Federation of Kenyan Employers (FKE) member enterprises that are led by women.

Statement of the problem

Of late, women across the globe have demonstrated great transformational leadership potential by discharging exceptional duties in high-ranking leadership positions at institutional, national, regional and global scales (Alshami, 2025; Galsanjigmed, & Sekiguchi, 2023; Haan, 2016). In Africa, organizations that are led by men and women alike face several micro and macro-economic challenges affecting their performance. In particular, the rising inflation rates in Kenya following the COVID-19 Pandemic have increased the cost of production, constrained the ease of doing business and rendered various organizations either less productive or

unproductive (Calder, Boost, Busiello, & Fox, 2021). This is evident from the statistics of job losses, dwindling business performance, several large organizations going under receivership in Kenya and to some extent business closure (Njagi, Wachira, & Onyango, 2019; Liu *et. al*, 2021).

Despite the role of the development sector in addressing gaps in women entrepreneurship in Kenya, there is a pressing need for transformative approaches to supporting the economic empowerment of women-owned and women-led enterprises (Calder, *et. al*, 2021; Njagi *et. al*, 2019). The situation portrays unstable organizational productivity at a time when the economy is yet to recover fully from the ravages of the global pandemic. In addition, the digital era presents vast changes in social and corporate spaces and further extending to the gender dynamics in leadership and business (Wulandari, & Ahmad, 2025). Despite the low representation of women in C-suite leadership roles and boards of directors, a number of challenges exist in the male dominated corporate spaces (Alshami, 2025; Galsanjigmed, & Sekiguchi, 2023). If the situation is not addressed at the organizational level, the economy at large is likely to remain less productive.

Whereas businesses face similar dynamics, organizations such as East African Breweries Limited (EABL), Keroche Breweries, Diamond Trust Bank Group, KenGen, and GE East Africa among others have transformed under the leadership of women in C-Suite positions demonstrated by improvements in their productivity and performance. Transformational leadership and how it relates to various aspects of performance has widely been researched in different contexts, yet a dearth of literature still exists on the interrelationships between transformational leadership and productivity of 21st-century's women holding leadership positions (Yunanto, & Triwidayati, 2023; Mitra, *et. al.*, 2022; Muthoni, 2019).

Available empirical literature points to studies that have been conducted to establish the relationship between transformational leadership and performance but hardly has any study focused on the relationship between transformational leadership and the productivity of women-led entities. Mutua, et. al (2021) and Nyawira (2019) studies which were conducted in Kenya generally examined the relationship between transformational leadership and performance but did not consider the gender perspectives on the said relationship.

This study dwells on the interrelationships between the “four-I’s” of Transformational leadership and the productivity of women-led FKE member organizations in Kenya. However, little has been done to establish the extent to which female transformational leadership influences the productivity of women-led organizations in Kenya with special attention to the FKE member organizations in particular, hence this study. Most of the prior studies have been based on desk reviews of literature and mere descriptions of performances of enterprises irrespective of the gender of the leadership. This study took a mixed methods design that permits the use of different approaches, methods and techniques to conduct an in-depth analysis of the relationship between women's transformational leadership and productivity.

General Objective of the study

The general objective of this study was to examine the role of transformational leadership in productivity of women-led enterprises in Nairobi City County, Kenya focusing on the Federation of Kenya Employers member organizations.

Specific Objectives of the study

1. To determine the role of idealized Influence on the productivity of women-led enterprises in Nairobi City County, Kenya

2. To establish the role of inspirational motivation on the productivity of women-led enterprises in Nairobi City County, Kenya
3. To evaluate the role of intellectual stimulation on the productivity of women-led enterprises in Nairobi City County, Kenya
4. To assess the role of individualized consideration on the productivity of women-led enterprises in Nairobi City County, Kenya
5. To examine the overall role of transformational leadership on the productivity of women-led enterprises in Nairobi City County, Kenya

Research Questions

Specific Research Questions

1. What is the role of idealized Influence on the productivity of women-led enterprises in Nairobi City County, Kenya?
2. What is the role of inspirational motivation on the productivity of women-led enterprises in Nairobi City County, Kenya?
3. What is the role of intellectual stimulation on the productivity of women-led enterprises in Nairobi City County, Kenya?
4. What role does individualized consideration have on the productivity of women-led enterprises in Nairobi City County, Kenya?
5. What is the overall role of transformational leadership on the productivity of women-led enterprises in Nairobi City County, Kenya?

Assumptions of the study

Whereas the study was scheduled to be conducted when the country was in an electioneering period, it was assumed that the electoral preparations would not interfere with the field activities. In addition, the study assumed that the participants would be

honest, reflect complexly their impression of their female leaders' behaviors, and be adequately representative of the women-led organizations in Kenya. It was also assumed that all responses were independent and unbiased and that all participants understood the content of the questionnaires.

Significance of the study

Previous studies have predominantly focused on general transformational leadership in relation to organizational, employee and financial performance presenting a dearth of literature on the interrelation between each of the four constructs of transformational leadership on organizational performance. In line with Galsanjigmed and Sekiguchi (2023) study, there are conceptual, contextual and methodological gaps bringing the interplay between gender perspectives, leadership in developing economies and contemporary research approaches respectively in driving organizational productivity. In concurrence with Yunanto and Triwidyati (2023) study, this research, provides groundbreaking findings that present more detailed, up-to-date and meaningful literature for reference to benefit transformational leadership practitioners, enthusiasts, scholars, academicians, and future researchers.

The study enables women who aspire to be leaders to understand the dynamics and correlates of effective transformational leadership and how to build on the four I's of transformational leadership to achieve better performance, especially within the context of women-led enterprises that operate formally, and draw their membership from the FKE. In addition, the study informs action and policy interventions as espoused in Wulandari and Ahmad (2025) study that are likely to lay the foundation for the empowerment of women in leadership positions and thus address gender issues in driving organizational productivity from an unbiased point of view.

Scope of the Study

This study relating transformational leadership and productivity of women-led enterprises in Nairobi, Kenya focused on the FKE member organizations that operate within the geographical boundaries of Nairobi City County and are led by women. The elements of transformational leadership examined constituted the independent variables including; idealized influence, individualized consideration, inspirational motivation and intellectual stimulation, while the dependent variable was the productivity of women-led enterprises. In terms of methodology, the study employed the mixed methods research design with a survey method covering all women-led FKE member organizations in Nairobi City County, Kenya. The study was conducted over six months from February to July 2023 with a budget estimate of Ksh. 150,000.

Limitations and Delimitations

Limitations

Considering that the study was conducted during a period when most organizations were adopting remote working and other flexible approaches involving the use of information and communication technology focusing on staff productivity irrespective of their locations, it is likely that the new work arrangements inhibited the process of data collection to some extent. The responses obtained were based on perceptions of the individual study participants who were serving in various managerial roles in the sampled FKE member enterprises. which were likely to be skewed only to the management perspectives and therefore ignoring the views of the junior staff.

Delimitations

While most organizations adopted remote working and other flexible approaches which inhibited the process of data collection to some extent, this study used both hand-delivered and online questionnaires to collect data. The online survey

sufficed where accessibility constraints arose to hinder the data collection exercise. Whereas the study findings were based on the management perspectives and ignoring the views of junior staff, the respondents were asked to be objective and honest in providing responses.

Chapter Summary

This chapter has elaborately introduced the study by providing a sneak preview of the research project as it informed all the subsequent chapters. In particular, the chapter has presented the background, statement of the problem, research objectives, research questions, justification, scope and limitations of the study.

Chapter Two: Review of Related Literature

Introduction

This chapter reviews the available literature on the relationship between transformational leadership and the productivity of women-led organizations taking note of the theoretical and empirical underpinnings of the identified study variables. The chapter also presents the conceptual framework, a summary of the reviewed literature, the research gaps that were identified from the reviewed literature which the current study sought to address using the research methodology and a summary of the entire chapter. The study was informed by the sparse literature on the influence of transformational leadership on the productivity of women-led organizations in Nairobi County, Kenya. Accordingly, this

Empirical Review

This section presents a detailed review of the literature on the correlation between transformational leadership and the productivity of women-led enterprises from global, regional and local perspectives. The review relies entirely on the available literature from current and recently published resources. It focuses on the extant empirical literature on idealized influence, inspirational motivation, intellectual stimulation and individualized consideration about the level of productivity of women-led organizations. In addition, the section also covers the theoretical foundations, conceptualization of each variable, the methodologies used in each case as well as a description of the results and recommendations noted from the reviewed literature. Moreover, the section lays bare the approaches taken in each reviewed resource, the results of each of these study variables and a critique of each source of literature. From the critique of the empirical literature, research gaps are identified and how the study

addressed each of the theoretical, methodological, contextual, conceptual, and knowledge gaps explained.

Idealized Influence and Productivity of Women-led Enterprises

Leadership is believed to influence and drive the performance of both individuals and organizations. Bearing this in mind, organizations focus on the role of leadership in determining the performance, outcomes and impact resulting from the adoption and implementation of particular leadership styles. Notably, idealized influence, as a dimension of transformational leadership style has been practised and widely researched as a correlate of organizational performance. This dimension entails a leader's ability to build confidence amongst their followers to make commitments towards realizing higher levels of performance by the pursuit of the organization's vision. Whereas many studies have explored the relationship between transformational leadership and either employee or organizational performance (Langat, Linge, & Sikalieh, 2019; Njiriaini, K'Aol, & Linge, 2018; Nyokabi, K'Aol, & Njenga, 2017), there is the need to examine the relationship between idealized influence and productivity of women-led enterprises in Kenya's manufacturing sector.

A study by Sahibzada, *et. al*, (2016) examined the role of leaders' idealized influence and inspirational motivation on employees' job satisfaction. The study relied on data that was obtained from a total of 330 employees from 10 different private universities which are located in KPK, Pakistan. Accordingly, the results from the analysis revealed a positive association between idealized influence and employee job satisfaction. In addition, the study showed that the leadership's inspirational motivation significantly contributed to the employees' job satisfaction within the university setup. It also emerged from the Sahibzada et al (2016) study that behavioural improvements in leadership styles within the education sector present a greater potential to enhance

the employees' job satisfaction levels. Nonetheless, it is important to note that leadership transcends behavioural attributes as many other considerations in the leadership environment would either enable or curtail change depending on the leader's approach. It is on this basis that this study incorporates much more than the behavioural constructs of idealized influence to understand the interrelation between leadership and productivity.

Codjoe (2019) examined the role of leadership in the performance of Konnect Limited which is a multinational engineering firm in Ghana. The study employed a qualitative research approach to obtain data from a sample consisting of 11 mid to top-level management employees. The said sample was obtained through a convenience and purposive sampling method to share insights about the leadership and performance of the organization. Accordingly, the findings of the study indicated that the organization employed different leadership styles which in order of the ranking was democratic leadership style, followed by transformational leadership style and transactional leadership style respectively. The study further shows that the organization's leadership team have influenced significant changes in the organization by inspiring the subordinates, building healthy working relations, stimulating the junior employees' innovativeness and creativity and providing the required support to ensure the organizational plans are implemented to the letter. Although the study generated critical results and perspectives on leadership, the methodology adopted in which a sample of only 11 respondents was selected remained limited in scope. In addition, the study appeared to be general as it investigated three different leadership styles broadly without focusing on specific dimensions of transformational leadership even though some of the indicators used measured idealized influence. In contrast, this study takes a broader perspective using the mixed methods research design by examining a larger

population and sample of classified enterprises that are members of FKE to establish the relationship between each of the four dimensions of transformational leadership and productivity.

Langat, *et. al* (2019) sought to determine the influence of idealized influence on employee job performance in the insurance industry in Kenya guided by a positivist research philosophy and a correlational research design. The study targeted a population of 676 low-level managers from 52 insurance companies in Kenya out of which a sample of 245 respondents was drawn. From the said sample, research questionnaires were administered and a response rate of 86% was recorded. Analysis was done using both descriptive and inferential statistics. The research hypothesis was also tested using ANOVA and the results confirmed that the use of idealized influence significantly predicted employee job performance amongst the lower-level managers in the insurance industry. The study further suggested that leaders need to observe values, have the values aligned with organizational values and appropriately socialize the employees to those values to enhance the effectiveness of adopting diverse dimensions of transformational leadership.

In their study which sought to determine the effect of idealized influence and inspirational motivation, of the Chief Executive Officer (CEO) on the performance of senior managers in the private sector in Kenya, Nyokabi, *et al* (2017) adopted a descriptive correlational research design guided by a positivism research philosophy. The study targeted a population of 984 senior managers reporting to the CEOs of 183 private sector companies under the umbrella of Kenya Private Sector Alliance (KEPSA). From that population, a sample of 284 respondents was drawn using a stratified random sampling technique whereupon, a structured questionnaire was used to collect the study data. Accordingly, a response rate of 92% was registered and the

data collected was analyzed both descriptively and inferentially using Pearson's correlation multiple linear regression model and Analysis of Variances. From the analysis, the study revealed that the CEO's idealized influence significantly predicted the performance of senior managers. Accordingly, these findings imply that the leader has the power to influence change and better performance through sharing and articulating ideas to inform appropriate action towards the realization of specified goals.

Njiriaini, *et al* (2018) purposed to determine the extent to which idealized influence relates to job satisfaction among employees in commercial banks in Kenya. Taking a descriptive correlational research design, the study adopted a positivist research philosophy to pursue the research objective. In terms of the unit of observation, the study targeted 10,310 managerial employees from commercial banks in Kenya out of which a sample of 424 respondents was selected using a stratified random sampling technique. The study data was then collected using a structured research questionnaire which was administered to the sampled respondents with a return rate of 82%. Analysis of the data was done using both descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) Version 22. From the results of the analysis, it emerged that idealized influence was significantly correlated to commercial bank employees' job satisfaction. The study also generated new literature focusing on the dimensions of transformational leadership style, unlike prior studies that merely generalized transformational leadership without a focus on any of its dimensions.

Inspirational Motivation and Productivity of Women-led Enterprises

Leadership plays a critical role in influencing behaviour and action towards some specified direction, targets and desired outcomes. The effectiveness of leadership depends on how well a leadership style is implemented taking the interests and expectations of those led into account. In this regard, inspirational motivation is one of

the four dimensions that define transformational leadership and determine its outcomes. Inspirational motivation makes it possible for leaders to inspire their teams by communicating high expectations thereby motivating the teams towards identifying with, ownership and becoming part and parcel of the broad organizational vision. This has attracted research interest as a number of studies have been conducted to examine the relationship between inspirational motivation and the performance or productivity of employees and organizations (Awori, Namada, & Linge, 2018; Kavita, 2015; Khan, Rehmat, Butt, Farooqi, & Asim, 2020; Martin, & Budiyanto, 2022; Njiriaini, *et al* 2018).

Martin and Budiyanto (2022) analyzed the effect of human capital on one hand and transformational leadership on the performance of program and budget planning employees at Bakesbangpol in East Java. The study was conducted in East Java Province and majorly focused on data that was collected from 38 employees. The data collected from the respondents were analyzed using a multiple linear regression model aided by SPSS Version 20 software. The results of the analysis indicated that though transformational leadership influences performance, its impact is insignificant on the program and budget employees of Bakesbangpol. It implies that transformational leadership needs to be reinforced to yield more effectiveness to both the employee and organizational outcomes. The study also recommends that future research should build on it to further improve the outcomes and results.

Khan, *et. al*, (2020) studied the effect of transformational leadership on employees' work outcomes entailing specific employee work performance. The study used a cross-sectional survey design. In addition, the study relied on data from 308 employees working in the telecommunication sector in Pakistan. Moreover, the analysis employed the use of model 4 of process Hayes to test the direct and mediating effects

among transformational leadership and employees' work outcomes and working behaviour. The study examined various aspects of inspirational motivation as a dimension of transformational leadership. Accordingly, the results of the analysis indicated a significant positive correlation between transformational leadership and mediator intrinsic motivation. The results also showed a significant positive relationship between transformational leadership and organizational performance. From the findings of the study, it emerged that leaders can be very effective if they hone transformational traits and attributes that enable them to understand, inspire, and influence their employees towards the realization of the desired organizational outcomes.

While attempting to decipher the relationship between leadership style and employee productivity in private and foreign banks in India, Kavita (2015) surveyed a total of 413 employees of three foreign banks of US origin and three private banks in India. The findings of the study indicated that transformational leadership style significantly predicted the productivity of employees in private banks unlike in foreign banks where the productivity depended on transactional leadership style. The transformational leadership style was observed to be more facilitating in the pursuit of organizational goals where the leader influences their followers' actions and choices in line with the organizations' priorities. Whereas the study contributes important literature and insights into the practice of transformational leadership, it appears to be general on the transformational leadership style without specific detail on any dimension of the said leadership style. This is contrary to the current study which examined all four dimensions of transformational leadership in relation to the productivity of women-led organizations.

Nyokabi, *et al* (2017) studied the effect of the inspirational motivation of the Chief Executive Officer (CEO) on the performance of senior managers in the private sector in Kenya, using a descriptive correlational research design guided by a positivist research philosophy. The study targeted a population consisting of 984 senior managers reporting to the CEOs of 183 private sector companies under the umbrella of Kenya Private Sector Alliance (KEPSA). From that population, a sample of 284 respondents was drawn using a stratified random sampling technique whereupon a structured questionnaire was used to collect the study data. Accordingly, a response rate of 92% was registered and the data collected were analyzed using both descriptive and inferential statistics such as Pearson's correlation, multiple linear regression model, and Analysis of Variances (ANOVA). The results of the study revealed that the CEO's individualized consideration significantly influenced the performance of senior managers.

Awori, *et al* (2018) set out to establish the effect of inspirational motivation on employee performance in regulatory state corporations in Kenya. The study adopted a descriptive correlation research design and applied a proportionate stratified random sampling method to select 130 respondents out of a population of 195 senior-level managers who report directly to the CEOs. The analysis of the collected study data involved the use of Pearson's correlation and regression techniques. The results showed a positive and statistically significant relationship between inspirational motivation and employee performance. The study also recommended that organizational leaders articulate the organisation's vision, mission, and goals with optimism to win the confidence of the juniors towards the pursuit of the organisation's strategic direction.

Intellectual Stimulation and Productivity of Women-led Enterprises

The quintessence of leadership in any managerial scenario is the capability to influence, inspire, and motivate others towards a particular strategic objective and direction. To get the commitment of the followers towards a particular course of action, leaders have the onerous task of understanding their followers' attitudes, and capabilities and motivating them to perform in accordance with the institutional vision. In this regard, leaders inspire their followers to be innovative and creative through intellectual stimulation. The practice of intellectual stimulation as a dimension of transformational leadership has gained prominence in research and theory regarding how employee and organizational innovativeness can drive performance and/or productivity (Khan, Khan, Rehan, & Khan, 2020; Ogola, Sikalieh, & Linge, 2017; Yasin, Nawab, Bhatti, & Nazir, 2014; Nyakomitta, Namusonge, & Amuhaya, 2018).

Khan, *et al* (2020) explored the impact of intellectual stimulation on employees' innovative behaviours considering the mediating role of contingent rewards in the context of higher education institutions in Pakistan. The study adopted both a descriptive and exploratory research design and involved a population of 1148 employees from four Universities in Khyber, Pakhtunkhwa Pakistan. Out of the said population, a sample of 296 respondents was selected and questionnaires were administered to them. The data collected was analysed inferentially using both correlation and regression analysis techniques. The results revealed a positive and statistically significant association between intellectual stimulation by leaders on innovative behaviour by employees and further indicated the significant mediating role of contingent rewards in the relationship between the said variables.

Yasin, *et al* (2014) studied the relationship between intellectual stimulation, innovations, and SME performance, taking transformational leadership as a source of

competitive advantage for Small and Medium Enterprises (SMEs) in Pakistan. The study involved 50 SMEs Hattar industrial area in Pakistan from which 500 respondents were reached through questionnaires where a total of 350 questionnaires were returned, representing a response rate of 70%. The study relied on correlation and regression analyses to explore and understand the relationship between the study variables. Accordingly, the analysis of the study indicated that intellectual stimulation was essential in developing innovations and contributed to the greater performance of the SMEs. Essentially, this implies that leaders inspire innovation in their employees and followers and as a result, the innovations lead to better SME performance.

Agyemang, Baoteng, and Dzandu, (2017) examined transformational leadership (intellectual stimulation, idealized influence, and individualized consideration) as an antecedent to knowledge sharing based on the evidence from Ghana. In particular, the study focused on the three distinctive dimensions of transformational leadership in an attempt to explore whether intellectual stimulation, idealized influence, and individualized consideration affect knowledge sharing among employees in Ghana. Using a cross-sectional survey design, the study employed a convenience sampling technique to select a sample of 500 respondents. The data was analyzed using multiple regression techniques and the results indicated a positive but statistically insignificant relationship between intellectual stimulation and knowledge sharing. The relationship between individualized consideration and knowledge sharing was also not statistically significant, unlike idealized influence which had a positive and statistically significant correlation with knowledge sharing. In sum, the study further shows that the three dimensions of transformational leadership can explain only 14.6% variation in knowledge sharing which implies that inefficiencies exist in the organizations employing all the three dimensions of transformational leadership which needed to be

addressed through this research. As a result, this study examined the individual relationships between each of the dimensions of transformational leadership as well as their combined effect on productivity using a linear regression model presented in the next chapter.

While investigating the influence of intellectual stimulation leadership behaviour on employee performance in Small and Medium Enterprises in Kenya, Ogola, *et al* (2017) relied on a correlational research design that targeted 553 managers from the top 100 SMEs as classified by KPMG. From this population, 226 managers were sampled using a stratified proportionate random sampling technique and administered questionnaires to collect the required data for analysis. The analysis majorly entailed the use of Pearson's correlation, multiple regression, and chi-square analysis technique. Effectively, the results of the analysis indicated that intellectual stimulation leadership behaviour was strongly and positively correlated with employees' performance in SMEs in Kenya. The study findings implied that organizations can realize greater performance by encouraging and motivating employees to think critically in addressing problems, seek innovative approaches to handling tasks, and develop positive attitudes towards work.

Nyakomitta, *et al* (2018) studied the influence of intellectual stimulation on the performance of commercial banks in Kenya using a mixed research design that entailed both qualitative and quantitative methods. The study targeted a population of 22,244 bank employees from the seven tier 1 commercial banks in Kenya which included Kenya Commercial Bank, Equity Bank, Co-operative Bank, Standard Chartered Bank, Barclays Bank, Diamond Trust Bank, and Commercial Bank of Africa. Using a stratified random sampling technique, a sample of 384 employees from the seven banks was drawn and structured questionnaires were used to collect primary data which was

analyzed using descriptive and inferential techniques. The study used a multiple linear regression model to examine the relationship between the study variables. The results revealed that the intellectual stimulation of bank employees influences the performance of commercial banks in Kenya. In addition, the study recommended the need for organizational leaders to intellectually stimulate the banks' senior managers by challenging their assumptions, and perceptions and encouraging innovation and risk-taking. Through this approach, leaders can instigate optimism, and change of attitude and behaviour towards the realization of better employee and organizational outcomes.

Individualized Consideration and Productivity of Women-led Enterprises

The practice of individualized consideration involves a leader assisting their followers by providing the necessary career guidance to enable them to work together towards the achievement of common goals. This dimension of transformational leadership is all about coaching and advising the associates as well as followers to reach the set organizational goals. Various organizations' leaders have taken different approaches to implementing and aligning individual interests with organizational goals and expectations. This has attracted research interests and studies on the relationship between leaders' individualized considerations and performance which present varying findings (Thanh, Nhung, Nghiem, & Phat, 2022; Almahasneh, Rahman, Omar, & Atika, 2022; Mathende, & Yousefi, 2021; Pascual, Santos, Balaria, Santos, Garcia, & Galang, 2021; Kangeri, 2021; Agyemang, *et. al*, 2017).

Thanh, *et. al.*, (2022) analyzed the impact of transformational leadership on the performance of small and medium enterprises in Can Tho City, Vietnam focussing on individualized consideration besides the three other transformational leadership dimensions. The study entailed a survey of 214 SMEs who provided primary data which

was supported by expert opinion and a review of existing literature. The data were analyzed with the aid of a structural equation model and multi-group structural analysis. The results indicated that individualized influence significantly instils organizational learning and knowledge transfer as functions of individualized consideration. Through knowledge sharing with the employees, the leaders can improve the performance of SMEs in Vietnam. However, the study focused on SMEs but the analysis did not present findings per category of the enterprises in terms of size. The analysis lumps up the data from all the SMEs in disregarding the dynamics surrounding the exercise of leadership as a driver of performance in small and medium-sized entities separately.

Pascual, *et al* (2021) conducted a study on the correlates of transformational and transactional leadership styles of entrepreneurs in Cabanatuan City, Philippines guided by a descriptive research design. The study data was collected using a structured questionnaire which was an improved version of the Multi-factor leadership questionnaire (MLQ). From the analysis, it emerged that entrepreneurs of relatively high ages had little transformational leadership tendency, unlike the younger entrepreneurs who tended to be more transformational. Despite the age of the entrepreneurs, the productivity of the enterprises in the City of Cabanatuan was not well articulated in the study as the design hardly took the firm characteristics into account. Methodologically, the data collection tool was broad as it examined each of the four dimensions of transformational leadership with a little detail. This study was built on the MLQ to design a well-structured questionnaire with more indicators per variable to deepen the search for information.

Agyemang *et. al* (2017) examined individualized consideration as an antecedent to knowledge sharing based on the evidence from Ghana. The study explored whether

individualized consideration affects knowledge sharing among employees in Ghana. Using a cross-sectional survey design, the study employed a convenience sampling technique to select a sample of 500 respondents. The data were analyzed using the linear regression technique and the results indicated a positive but statistically insignificant relationship between individualized consideration and knowledge sharing. The results further showed that transformational leadership can explain only a 14.6% variation in knowledge sharing which further reveals inefficiencies in exercising transformational leadership. As a result, this study examined the individual relationships between Individualized consideration and productivity.

In their analysis of transformational leadership roles and means efficacy on work performance under volatile uncertain complex and ambiguous environments, Mathende and Yousefi (2021) focused on beverages manufacturing companies listed on the Zimbabwe Stock Exchange. The study used a quantitative research design in a survey that involved a sample of 369 employees who were selected using probability sampling. The research questionnaire was self-administered to collect data which was analyzed inferentially. The findings of the study revealed individualized consideration as the least influential dimension in the relationship between transformational leadership and performance. Moreover, it emerged that means efficacy enhances leaders' perceived capabilities that are critical to the process of driving performance. This implies that where supportive means exist, employees feel motivated to use such means in pursuit of organizational goals; hence, further reinforcing the correlation between the leaders' individualized consideration and performance. However, it is practically impossible to generalize the findings of this study to all manufacturing companies in Zimbabwe, since the study only focused on a few large manufacturing

entities that are listed in the Zimbabwe Stock Exchange leaving out all other entities that are relatively smaller in size.

Kangeri (2021) studied the relationship between leadership styles and technology adoption in publicly listed manufacturing companies in Nairobi Kenya with a focus on how top management can use the technologies to enhance their performance. Using a descriptive research design, data were collected with the aid of a structured questionnaire and the findings indicated that most of the leaders of the listed manufacturing companies adopted a transformational leadership style. The findings indicated that individualized consideration was rarely practiced by the surveyed leaders from the listed manufacturing entities as the responses obtained varied greatly. Moreover, the analysis results also pointed out technology integration as an enabling factor towards improving the company's operational efficiency, operating capacity, profitability as well as firm performance and sustainability. Whereas the study contributed greatly to the development of more up-to-date literature on individualized consideration as a dimension of transformational leadership, it is clear that the unit of analysis was limited to a few large manufacturing entities. For this reason, the results of the study are hardly generalizable to all manufacturing entities of different sizes and so the study incorporated all entities irrespective of their sizes and stages of growth provided that they are duly registered members of the Federation of Kenya Employers.

Productivity of Women-led Enterprises

There have been a number of initiatives and programs promoting the inclusion of women in economic, social, and political development both locally and globally. Women generally play critical roles in the development of economies both in for-profit and non-profit organizations and even global organizations. Whereas women are not

explicitly excluded from the manufacturing sector, there are vast opportunities for them in both leadership and managerial roles. Considering the milestones achieved so far in some of the women-owned and women-led enterprises, the role of women in leadership cannot be gained. These developments have attracted research interest as evidenced by numerous studies that are already published despite the diverse methodologies adopted, perceptions, findings, conclusions, and recommendations (Mitra *et. al*, 2022; Liu, *et al*, 2021; Mugenyi, Nduta, Ajema, Afifu, Wanjohi, Bomet, Mutuku, & Yegon, 2020).

Liu, *et al* (2021) examined the relationship between COVID-19 and the performance of women-led businesses around the world noting that the impact of crises is not gender sensitive. The study relied on the new data set that covered 24 countries. The results of the study indicated that women leaders are more pessimistic about the future than male leaders. Most of the women-led enterprises in countries that have higher gender inequality as well as developing economies suffer a wide range of disadvantages arising from financial and labour factors. Whereas the study contributes important literature on business based on the gender of the top leader, it emerges that women-led enterprises are not immune to the dynamics facing men-led entities. However, in the face of a crisis, women-led enterprises appear to have a 2.6% higher probability of being closed, and the closure could last for a relatively longer duration. This implies that the women-led enterprises experienced a higher likelihood of business closure with chances of a longer duration of closure following the crisis.

In their study on enhancing the competitiveness and productivity of India's micro small and medium-sized enterprises during the COVID-19 pandemic recovery period, Mitra *et. al*. (2022) study was confined to the framework of India's MSME reform agenda. The study was based on the MSME reform framework that captures seven key pillars: sustainable infrastructure, access to finance; training, product

diversification, marketing and branding, access to technology and digital tools, and institutional and regulatory support. Although the methodology adopted in the study lacks detail, the results indicate that women-led enterprises constitute about 20% of the MSMEs in India. These enterprises cut across different sectors including beauty, textiles, food processing, and personal services, all of which make significant contributions to the country's Gross Domestic Product (GDP) growth. Although the women-led enterprises had begun to show great performance and potential evidenced by higher profit margins compared to the men-led enterprises, their access to finances is constrained by limited collateral, unstable credit history and non-credit banking relationships with the financial institutions.

Haan (2016) did an analysis of the evidence of what works and the research agenda for enhancing the productivity of women-owned enterprises. The analysis focused on how the productivity of women-owned enterprises can be enhanced noting the potential economic returns from women's economic empowerment, the economic gender gaps, as well as the imminent barriers to productivity of the women-led enterprises. The study found out that a third of the registered businesses are owned by women and that the women tend to dominate the smaller and informal enterprises globally. However, the numbers of women in entrepreneurship increases as the gender disparity declines presenting an increased economic contribution by organizations irrespective of the gender of the leaders, owners and founders. The study revealed that though some of the women-led enterprises are seen to be very productive and performing well, there was a concern that 50% of the women's productive potential is underused unlike the 22% rate in respect of the men. The study also indicated that women-owned enterprises have constrained access to finances, register lower sales and

asset values as they are most active in small and informal enterprises in saturated markets that have relatively low profit-potential.

Mugenyi *et. al*, (2020) study on women in manufacturing sought to enhance access to markets in Kenya creating an enabling environment for business. One of the objectives of the study was to determine the extent of women's ownership and leadership in manufacturing companies and the challenges they face in establishing and growing those enterprises. Taking a mixed method approach, the study entailed a desk review of literature, collection of primary data through an online survey, in-depth interviews (IDI), Focus Group Discussions (FGD), and Key Informant Interviews (KII). The unit of observation included women playing distinct roles in the manufacturing companies as leaders, entrepreneurs, and employees as well as key stakeholders and representatives of some manufacturing companies. The findings of the study indicated vast opportunities that are inadequately tapped amid a host of policy and legislative challenges. The study also showed that about 22% of the manufacturing entities in Kenya are women-led or women-owned. These enterprises demonstrated greater chances of including a higher proportion of women in managerial and leadership positions implying women's empowerment and motivation. This study exposes constraints that inhibit leaders and their teams from tapping into the vast opportunities that still exist for increased engagement and participation in production, value addition, and enhancement of organizational outcomes.

Theoretical Review

This section examines theories in the field of leadership that fit in and apply to the context of this study. Accordingly, this study was anchored on Transformational Leadership Theory and further supported by the Full Range Leadership Theory. These theories demonstrate the theoretical foundations of the

interrelation between the independent variables (idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation) in relating leadership with the productivity of women-led organizations. The two theories thus apply to each of the four specific research objectives that this study seeks to achieve.

Transformational Leadership Theory

According to Abazeed (2018), the Transformational Leadership Theory (TLT) was postulated by Burns (1978) as a theory that describes the process by which a leader can encourage those he leads to infuse organizational interests into their interests. The theory is critical to developing mutual understanding between the leader and the people they lead in a way that supports the individuals in pursuit of their personal and organizational goals. The theory is founded on the premise that transformational leadership should seek to stimulate employees in three distinct areas including increasing their levels of autonomy and personal confidence, achieving social cohesion, and linking organizational values with personal values. This theory is broadly defined and applied in terms of its unique dimensions which include, individualized consideration, idealized influence, inspirational motivation and intellectual stimulation.

According to Farnsworth *et. al* (2020), the four dimensions of transformational leadership style are variously defined. Individualized influence refers to the extent to which a leader acts as a role model by listening, mentoring and attending to the concerns and needs of each of the followers. This is important to gain the trust and respect of the followers and to influence them in decision-making. On the other hand, inspirational motivation involves motivating the followers to commit to the organization's vision by encouraging team spirit towards the realization of organizational goals. Besides, Intellectual stimulation entails promoting critical thinking and problem-solving by

promoting optimism while encouraging innovation and creativity. Individual consideration is all about coaching and advising the associates as well as followers to reach the set goals.

Transformational leadership theory stands out from other leadership theories considering its alignment to the pursuit of a greater good by involving followers in the processes and activities that are geared towards realizing organizational goals. The theory applies to this study as it demonstrates how leaders and their followers engage in organizational activities transcending personal interests in pursuit of common beliefs, values and goals (Yunanto, & Triwidyati, 2023); (Khan, Rehmat, Butt, Farooqi, & Asim, 2020; Magani & Gichure, 2017; Khan, Nawaz, & Khan, 2016). By acting as a role model, connecting followers' identity and self to the organization and challenging the followers to be innovative and to take ownership of their work, TLT demonstrates how transformational leaders can enhance the motivation, morale and performance of their followers through a variety of mechanisms.

Full Range Leadership Theory

The Full Range Leadership Theory (FRLT), originally developed by Burns (1978) and improved by Bass (1985) who modified it by integrating transactional and transformational leadership styles. According to Antonakis, Avolio, and Sivasubramaniam (2003), FRLT goes beyond a transactional leader's emphasis on follower goals and role clarification. In its design, the FRLT also incorporates laissez-faire leadership to predict the leader's effectiveness and performance as well as follower motivation and satisfaction. This theory emphasizes the need for a paradigm shift from autocracy to understanding how a leader should influence followers to transcend self-interest for the greater good of their organization (Mircea, & Radulescu, 2025).

Incorporating the transcendent quality of transformational leadership, Bass (1985) proposed to develop a full and comprehensive leadership model. Essentially, the theory covers a wide range of leadership styles along a continuum which are demonstrated when the transformational leadership style and behaviors enhance the positive aspects of transactional leadership, such as those that are related to contingent reward or management-by exception. The FRLT considers the shortcomings of transformational and transactional leaders who are limited to a range of behaviors and actions and proposes an integrative approach that brings together three typologies of leadership (Syarifudin, & Haerani, 2024).

While transactional leaders possess a higher proficiency with the fulfilment of task-oriented performances, they are less prepared to deal with situations consisting of change and development within organizations. Originally, the FRLT consisted of six leadership factors; charisma, intellectual stimulation, and individualized consideration (Mircea, & Radulescu, 2025); active and passive leadership approach; and passive/avoidant leadership behavior (Avolio & Bass, 1991). It is in this view that the revised version of the FRLT consists of three leadership typologies which include: transformational leadership style, transactional leadership style, and laissez-faire leadership style (Syarifudin, & Haerani, 2024).

This three-dimensional approach yields the FRLT and further justifies the integration of diverse transformational leadership dimensions in exercising good leadership. Accordingly, the FRLT avers that transformational leaders can achieve superior results by employing one or more of the transformational leadership dimensions which include; idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. Further, the theory demonstrates the rationale for a leadership approach that integrates the nine leadership factors associated

with transformational (five factors), transactional (three factors), and laissez-faire (one factor) leadership in pursuit of the desired level of productivity.

However, some scholars downplay the theory for the lack of empirical testing in an attempt to explain the link between transformational leadership approaches to followers' perceptions, attitudes and behaviours. The theory is also criticized on the basis that within the context of transformational leadership, abuse of power is likely (Mircea, & Radulescu, 2025; Hall, *et al*, 2007). The fundamental premise of this theory is envisaged on a contingent view of leadership in which the performance of an organization relies on different leadership styles practiced and exhibited by different organizational leaders.

It also gives room for incorporating aspects and attributes of other leadership styles that can yield better results in the relationship between transformational leadership and the productivity of the manufacturing entities that are led by women in Kenya. The theory acknowledges that organizational performance at certain times relies on how well the four dimensions (idealized influence, inspirational motivation, individualized consideration and intellectual stimulation) of transformational leadership are implemented in pursuit of organizational goals and vision (Chuang, Chiang, & Lin, 2025). As a result, the FRLT informs the general and specific objectives which seek to establish the influence of transformational leadership on the productivity of women-led manufacturing enterprises in Kenya.

Systems Theory

According to Joslyn (1992), the Systems Theory was postulated by Ludwig von Bertalanffy in 1968. The theory emphasizes that real systems should be open to and allow effective interactions both with their interdependent parts and their operating

environment. Focusing on the arrangement of parts of a particular system, the theory advocates for the continued evolution of an organization rather than the reduction of capabilities of the components within the system, hence providing a firm basis for unification towards the pursuit of a common goal. The Systems Theory thus provides a basis for incorporating certain components which include inputs, processes, goal-directedness, information hierarchy, and state. The theory applies to management as it informs decision-making through problem identification, and application of systems principles to reconstruction, coordination, optimization, and driving better outcomes, enhanced corporate growth and profitability (Newman-Enyioko, 2025).

By building on the productive capacity and the interdependence of the parts of a system, this theory finds application to the study as it lays bare the leadership role in unifying, coordinating, optimizing, and maximizing the utilization of the available resources in the organizational components towards the attainment of higher or desired levels of productivity. According to Mehrad and Harrasi (2025) the systems theory provides a comprehensive framework for understanding organizational phenomena in order to gain insights into systematic strengths and weaknesses, enhance productivity through proper coordination and collaboration across the departments and adapt more effectively to changing environments. Mason (2007) also advocates for adoption of the systems approach to enhance process productivity, systemic productivity, or bounded productivity all of which require insight and proper leadership hence forming a basis upon which this study investigates the association between transformational leadership and productivity of women-led FKE member organizations.

Synthesis of Research Gaps.

The chapter has highlighted the theoretical framework that guided the study on transformational leadership and productivity of women-led manufacturing enterprises

in Nairobi Kenya. It also presented an elaborate review of literature relating each of the dimensions of transformational leadership with productivity. Literature related to every research question has been accurately reviewed in the chapter. The case study shows the contribution of women to organizational productivity at FKE. In particular, the review of both theoretical and empirical literature in this chapter led to the identification of various knowledge gaps to be filled by the present study as elaborated in Table 1.

Table 1

Summary of Research Gaps

Author	Area of the Gap	The actual Gap	How to fill the gap
Mathende and Yousefi's (2021)	Context and methodology	The study's quantitative research design lacked the possibility of generalization of findings to organizations of all sizes since it only focused on a few large manufacturing entities that are listed on the Zimbabwe Stock Exchange.	This study took a different approach involving a mixed methods design with a pragmatic research philosophy hence incorporating both qualitative and quantitative analysis of both primary and secondary data from a larger sample size consisting of FKE ember organizations from Nairobi, Kenya. In addition, the study did not take into account the firm size hence making it possible to apply the recommendations and further generalize the findings to all organizations in different contexts despite their their sizes and industries.
Kangeri (2021)	Methodology	The unit of analysis was limited to women leaders of a few large manufacturing entities.	This study took a survey sampling approach to either confirm concurrence or difference in study findings.
Kavita (2015)	Conceptual and methodological	Whereas the study contributes important literature and insights into	This study examined all four dimensions of transformational leadership

Author	Area of the Gap	The actual Gap	How to fill the gap
		the practice of transformational leadership, it appears to be general on the transformational leadership style without specific detail on any dimension of the said leadership style.	in relation to the productivity of women-led organizations.
Agyemang, et al (2017)	Methodological	The study employed a convenience sampling method which was biased, examined three dimensions of transformational leadership leaving one important dimension, and did not consider the combined effect of all four dimensions of transformational leadership. In sum, inefficiencies exist in organizations employing all the dimensions of transformational leadership which need to be addressed through this proposed research.	This study examined the individual relationships between each of the dimensions of transformational leadership as well as their combined effect on productivity using a linear regression model. Further, the study employed a simple random sampling method to give members of the population an equal chance of inclusion in the sample.
Codjoe (2019)	Methodological and conceptual	The study took a qualitative research approach with a sample of 11 mid to top-level management employees. The methodology adopted in which a small sample was selected limited the scope. In addition, the study was general as it investigated three broad leadership styles without focusing on specific dimensions even though some of the indicators used measured idealized influence.	This study took a broader perspective using the mixed methods research design by examining a larger population and sample of classified enterprises that are members of FKE to establish the relationship between each of the four dimensions of transformational leadership and productivity.

Author	Area of the Gap	The actual Gap	How to fill the gap
Thanh, et al (2022)		The study focused on SMEs but the analysis did not present findings per category of the enterprises in terms of size. The analysis lumps up the data from all the SMEs in disregarding the dynamics surrounding the exercise of leadership as a driver of performance in small and medium-sized entities separately.	This study entailed an analysis of the relationship between each dimension of transformational leadership and the productivity of all the FKE member organizations in Nairobi, Kenya. The study considered the contribution of each of the four dimensions of transformational leadership to the productivity of the entities irrespective of their sizes and sectors hence the findings of the study can easily be applied to other organizations in spite of their sizes as well as the sector or industry alignment.
Kangeri (2021)	Contextual and methodological	Whereas the study contributed greatly to the development of more up-to-date literature on individualized consideration, it is clear that the unit of analysis was limited to a few large manufacturing entities. For this reason, the results of the study are hardly generalizable to all manufacturing entities of different sizes.	The present study incorporated all manufacturing entities in their hundreds irrespective of their sizes and stages of growth provided that they are duly registered members of the Federation of Kenya Employers.

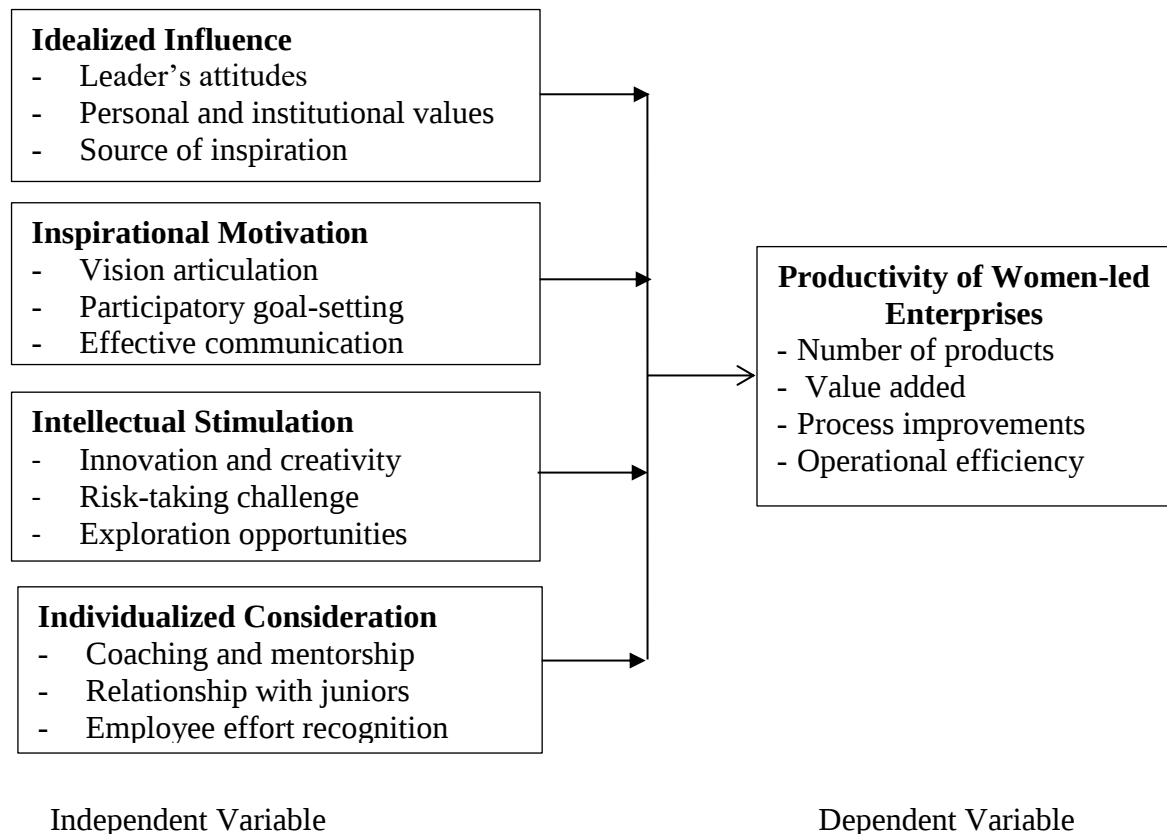
Conceptual Framework

Guided by the Multifactor Leadership Questionnaire (MLQ) Model, this conceptual framework shows the conceptualization and interrelation between transformational leadership and the productivity of women-led enterprises. Transformational leadership is conceptualized in terms of four main sub-variables

which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration all constituting the independent variable while productivity is the dependent variable. Figure 1 shows the indicators of each variable.

Figure 1

Conceptual framework



Chapter Summary

This second chapter has reviewed the theoretical and empirical literature in relation to each of the study variables. Specifically, literature relating to idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and productivity was reviewed. In addition to the in-depth empirical review and critiquing of the available literature, the chapter also outlined the two main theories that guided the study, various research gaps, a summary of knowledge gaps, the conceptual framework, and the operationalization of each of the variables.

Chapter Three: Research Methodology

Introduction

The chapter presents the methods and approaches that were adopted in the study including the preferred research philosophy, research design, research population, sampling design, research procedures, instruments and methods of data collection, and data analysis techniques, as well as, the chapter summary.

Research philosophy

To achieve the general objective of the study, a pragmatic research philosophy was adopted to guide the process of data collection, classification, and processing (Saunders, Lewis & Thornhill, 2016). The pragmatic worldview philosophy is a deconstructive method that advocates for the use of mixed methods of research. This design focuses on practical consequences and social usefulness of a study allowing the choice the best methods and approaches to addressing a research problem (Elgeddawy, & Abouraia, 2024; Nzioka, Nyangau, & Kangema, 2024) It permits combination of multiple approaches or techniques at various stages of the study (Byrne, & Humble, 2007).

Research Design

This study used an explanatory sequential mixed-method design, combining descriptive, correlational, qualitative and quantitative research approaches in its quest to establish the relationship between transformational leadership style and productivity of women-led enterprises. The qualitative and quantitative approaches complemented each other by creating a more comprehensive and nuanced understanding of the association between transformational leadership and productivity of the women-led FKE member enterprises in Nairobi, Kenya. Specifically, the study began with

quantitative analysis of data that was obtained by the use of structured questionnaire followed by analysis of the qualitative data from the key informant interviews. Both the quantitative and the qualitative datasets were collected at different phases and analyzed separately then the results integrated through triangulation for ease of interpretation of the combined findings as recommended by Othman, Steen and Fleet (2021) which adopted the explanatory sequential design. Essentially, the qualitative results enabled a more comprehensive contextualization of the quantitative findings. The breadth of quantitative approach unearthed statistical relationships and patterns which were further explained with details from the depth of qualitative insights from the interviews.

The mixed methods research design was chosen since it provides grounds for broader insight and perspective regarding a specified area of focus in research (Felizer, 2010). It is extensively applied in conditions where most study aspects are unclear as well as unpredictable which is the case with the productivity of women-led enterprises in Nairobi, Kenya. The design also combined aspects of both descriptive and correlational designs. The descriptive approach expounded each variable by explaining the observations and perceptions from the respondents.

The major aim of the research was to provide an accurate and legitimate representation of the variables under study. According to Cooper (2014), correlational designs pertain to the discovery of both degree and direction of the connections between the variables without any manipulation. The descriptive co-relational design was suitable in the identification and explanation of the relationships that exist between transformational leadership and productivity of women-led enterprises that are members of the FKE.

Population

A population refers to the sum of a group of objects, subjects, or individuals with common characteristics that the researcher is interested in (Cooper, 2014). The target population of this case study comprised 312 managers of women-led FKE-member organizations in Nairobi County. The target population for this study comprised senior managers from each of the women-led FKE member enterprises forming the unit of observation from the 312 women-led enterprises that are based in Nairobi County. These managers are chosen on the premise that they are privy to the organization's leadership and productivity information since they are directly involved in strategy, decision-making, and action more often than the junior employees are. Their overall perspective on organizational performance, strategy, operations, resource allocation was valuable to this study. In addition, the senior managers' vast managerial experience and expertise in leadership enables them to evaluate the organizational performance against set goals in a more nuanced manner than an a junior employee would. They were, therefore, believed to be at a much better position to provide well-informed responses

Sample and Sampling Procedures

A sample is a subset of a population that is justifiably representative of all the units or individuals in a given population (Elgeddawy, & Abouraia, 2024; Creswell, 2017). This study involved 172 managers who were sampled using a multi-stage random sampling technique. The population was stratified geographically whereupon the women led FKE member enterprises were mapped out in the city county. Every stratum was further classified in terms of the industry from which a random sample wasselected from each stratum to facilitate data collection.

The Sampling frame

Table 2 Sampling Frame

Sample category	Total Participants	Sample size	Data collection tool used
Chief Executive Officers	312	8	Key Informant Interview guide
Senior Managers	312	172	Research Questionnaire

Sampling Procedure

The first stage involved the identification of the 312 women-led enterprises in Nairobi from all the 364 women-led FKE member organizations in Kenya. This was followed by stratification of the selected enterprises in terms of the economic sector and geographical location after which the specific respondents were selected randomly from each of the sampled enterprises.

Sample size determination

The sample was determined using the formula: $n = Z^2 (pq)/d^2$ (i) suggested by Mugenda and Mugenda (2019) Where:

n : The desired sample size provided that the target population exceeds 10,000

Z : The critical value at a required confidence level. For example, assume at 0.05, $Z = \pm 1.96$

p : the proportion equivalent to 50% of the target population.

q : is $1-p$

d : The confidence level or statistical significance for example 0.05

So for a target population greater than 10,000, the sample size $(n) = 1.96^2(0.5 * 0.5)/0.05^2 = 384$.

Mugenda and Mugenda (2019) opine that a population consisting of less than 10,000 individuals, sample size is computed by adjusting n in formula (i) in formula (ii):

$$n_f = \frac{n}{1+(n/N)} \quad (ii)$$

Where:

$n = 384$ which is the estimated sample size when population is more than 10,000

N: = 312 which is the target population

$$\begin{aligned} n_f &= \frac{384}{1+(384/312)} \\ &= 172 \text{ respondents} \end{aligned}$$

Qualitative literature from published reports and scholarly journals helped to validate quantitative findings from the analyzed primary data collected using a semi-structured questionnaire.

Research Instrument

A research instrument is a tool that a researcher uses to collect data on variables of interest from the respondents in a given unit of analysis (Cooper, & Schindler, 2014). As Creswell, and Creswell (2017) suggest, qualitative primary data was collected using a semi-structured research questionnaire which was designed on a 5-point Likert scale for ease of data collection, processing, and reporting. The questionnaire was structured to cover six distinct sections including; respondents' bio data, the four components of transformational leadership constituting the independent variable and productivity as the dependent variable. The bio data section covered the respondents' gender, age, years of experience, sector, and the position held in the organization.

For idealized influence, it was operationalized in terms of the leader attitude, alignment of personal values with institutional values, and source of inspiration. Inspirational motivation covers the effectiveness with which the leader articulates the vision, values, objectives and team involvement in goal setting. Key informant interview guide was also used to collect in-depth insights from select respondents from the women-led enterprises. With regards to intellectual stimulation, the questionnaire considered the leader creativity, innovativeness, support to juniors to take risk and explore new ways to achieving the vision. On the leader's individualized consideration,

the questionnaire sought to gauge how the leaders provide mentorship and coaching while sustaining healthy working relations with their teams.

While the questionnaire was primarily used to collect data from the sampled organizations, the close-ended questions hardly cover the full depth of the respondent's perceptions and opinions about the how the variables under investigation relate. In order to bring out the full depth of the respondent's experiences and perspectives, key informant interview schedule was used to supplement the questionnaires. In addition, the primary data was validated with secondary data from annual reports and other sources of quantitative statistics on the productivity and performance of women-led enterprises in Kenya.

Pilot Testing

To ensure the reliability and validity of the research instrument to collect appropriate data, a pilot study was conducted. The pilot study is considered before the actual study data collection in order to identify weaknesses and errors in the instrument which may be corrected during the actual data collection exercise (Cote, 2021). This study did a pilot test using 10 employees of the Kenya Association of Manufacturers (KAM). The choice of the 10 pilot respondents was justified by Mugenda and Mugenda's (2019) assertion that a good pilot study can be made up of 1% to 10% of the sample and therefore 10 respondents were used in the pilot which was equivalent to 9.3% of the actual sample. Both content validity and reliability tests were done.

Content validity required the input of the research supervisor while the reliability of the instrument was measured using Cronbach's alpha with a reliability threshold of $0 \leq \alpha \leq 0.7$ being considered sufficient for each of the five study variables. Reliability testing is a measure of the internal consistency of each variable by checking

whether the instrument yields consistent results after repeated trials. On the other hand, content validity refers to the degree to which the processed information truly represents the phenomenon and that the research instrument yields results precisely to measure the intended objective (Dawadi, Shrestha, & Giri, 2021; Mugenda, & Mugenda, 2019).

Data Collection Procedure

Before proceeding with the actual field data collection in Nairobi City County, the researcher sought clearance from PAC University to commence data collection. It was necessary to get a research permit from the National Council for Science, Technology and Innovation (NACOSTI) after which the researcher self-administered the research questionnaire to all the sampled 172 women-led enterprises in Nairobi County through a drop-and-pick method. Where necessary, an online questionnaire was appropriate for the employees who may not have been comfortable with the hand-delivered questionnaires. Also, qualitative and quantitative secondary data from published annual reports of the private sector reports were used for validation of the analyzed primary data.

Data Analysis and Presentation

The analysis of the study data was conducted in two phases: the first being the quantitative analysis of the primary data collected from the returned questionnaires followed by qualitative analysis of the key informant interview responses. Firstly, the returned questionnaires were checked for completeness, after which the complete questionnaires were assigned unique codes, and the data was entered into the SPSS Version 30 for analysis which involved the use of frequencies, descriptive, and inferential analysis techniques. The SPSS version 30 has a user-friendly interface that does not require sophisticated expertise to analyze data. It was also preferred because it can perform advanced statistical procedures even using vast data using mixed models

and its capability to generate comprehensive and clear statistical outputs including visualized representation and interpretation of results. Following the quantitative analysis, key informant interviews were conducted to provide in-depth insights and to provide detailed context to each of the study variables explaining the finer details that the questionnaires couldn't unearth and by extension providing more robust and reliable findings with detailed explanations about the quantitative results.

In addition, both regression and correlation analyses were conducted to establish the relationships between the study variables. Both regression and correlation analysis techniques were helpful in the examination of the interrelations and the nature of relationships between different study variables (Creswell & Creswell, 2017; Saunders & Lewis, 2016). The analysis results were presented in the form of tables using percentages, frequencies, measures of central tendency as well as some measures of dispersion. The inferential analysis was conducted guided by the regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \hat{e},$$

Where: Y = Dependent variable (Productivity),

β_i = Coefficients (predicted),

β_0 = Constant,

X_i = Independent Variables,

X_1 = Idealized Influence,

X_2 = Intellectual Stimulation,

X_3 = Inspirational Motivation,

X_4 = Individualized Consideration,

$\hat{e}$ = error term

Ethical Considerations

Ethical practices play a major role not only in the researcher but also in every individual involved in the study. The ethical considerations of this study were based on the tenets of ethical behavior that are commonly accepted in research such as

anonymity, analysis, confidentiality, and disclosure. As Terrell (2012) suggests, the study purpose and procedure were made clear through a letter of introduction to the study participants. The study followed the appropriate procedures of research and all information sources were correctly acknowledged. Before administration of the questionnaires, consent was sought as well as obtained from the participants whose involvement was voluntary. The participants were briefed on their right to opt out of the survey. Confidentiality was a great consideration as the identity of each participant would not be revealed. The participants were protected in terms of any potential harm, or victimization by their managers. The security of the study data was enhanced by keeping the returned physical questionnaire in safe custody of the researcher and access to the processed research data in files that were encrypted with a password

Chapter Summary

The chapter has presented the research philosophy as well as the research design used in the case study. In particular, it has elaborated on the use of mixed methods research design, presents the target population, sample and sampling technique, the choice of research instrument, how the pilot study was done, data collection, processing, analysis methods, and reporting.

Chapter Four: Results and Discussion

Introduction

This chapter presents findings and discussions on transformational leadership and the productivity of women-led FKE member enterprises in Nairobi City County, Kenya. The results are presented in figures and tables as per each of the study's variables in order of the specific research objectives. The presentation of the study findings covers the response rate, reliability analysis results, respondents' demographics, descriptive results, inferential results, limitations and chapter summary.

Response Rate

The researcher administered the questionnaire to all the 172 sampled respondents via Google Forms and the drop-and-pick method. Only 139 copies of the questionnaire were filled and returned, representing a response rate of 80.8% indicating a highly representative sample reflecting the attributes of the population. According to Satalof and Vontela (2021), a response rate of 50% or higher is considered excellent and therefore the 80.8% response attained in this study is exceptionally sufficient. It is important to note that 43 of all the returned questionnaires did not pass the completeness test and so were not included in the analysis. It, therefore, followed that 96 responses were effectively relied upon for analysis and interpretation of the study findings.

Reliability Analysis Results

To ensure the reliability of the data collection tool, internal consistency was tested using Cronbach's Alpha test with a reliability threshold of $0 \leq \alpha \leq 0.7$ for all the study variables. Given the said reliability threshold, any Cronbach's alpha value equivalent to or greater than 0.7 for each variable was considered reliable. Table 1 shows the results obtained from the reliability tests done on the research questionnaire.

Table 3*Reliability Analysis Results*

Study Variable	Number of Items	Cronbach's Alpha
Idealized Influence	5	1.000
Inspirational Motivation	5	0.915
Intellectual Stimulation	5	0.958
Individualized Consideration	5	0.953
Productivity	5	0.968
Average	5	0.959

From the results of the pilot data analysis presented in Table 3, it was evident that the questionnaire was highly reliable with an average Cronbach's alpha coefficient of $\alpha = 0.959$. In addition, all the study variables passed the reliability test where: Idealized Influence ($\alpha = 1.000$); Inspirational Motivation ($\alpha = 0.915$); Intellectual Stimulation ($\alpha = 0.958$); Individualized Consideration ($\alpha = 0.953$), and Productivity ($\alpha = 0.968$). Appendix E presents the detailed reliability analysis results from the pilot study with specific reliability statistics for each of the items per variable.

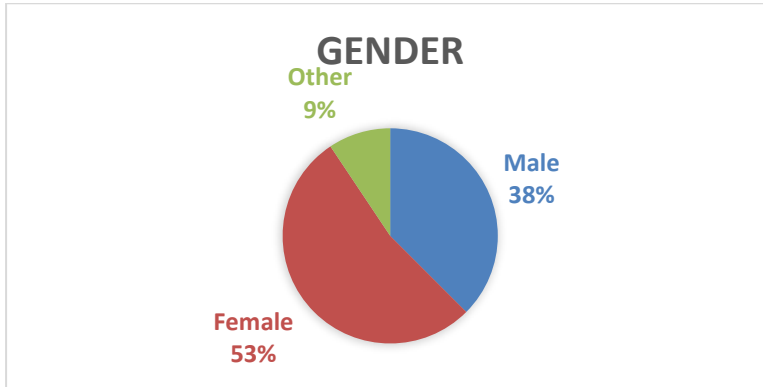
Demographic Information of the Respondents

This section presents a detailed account of the respondents' demographic characteristics. The demographic data entails: the respondents' gender, age in years, levels of education, and their work experience in years.

Gender of the Respondents

Figure 2

Respondents by Gender



From the results presented in figure 2, it emerges that the majority (53.7%) of the respondents were female employees in management and leadership positions within the women-led FKE member organizations in Kenya. It is also evident that 37.5% of the managers and leaders in the organizations under study were male, while 9.4% indicated other gender. These findings show that women leaders accommodate leadership by the other gender and hence depict fair gender inclusivity practices by the Federation of Kenya Employers member organizations.

Age of the Respondents

Figure 3

Respondents by Age in Years

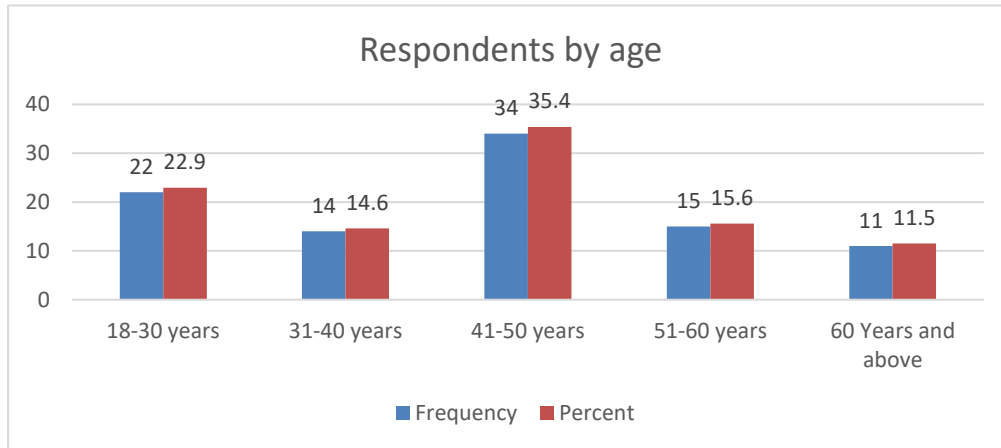
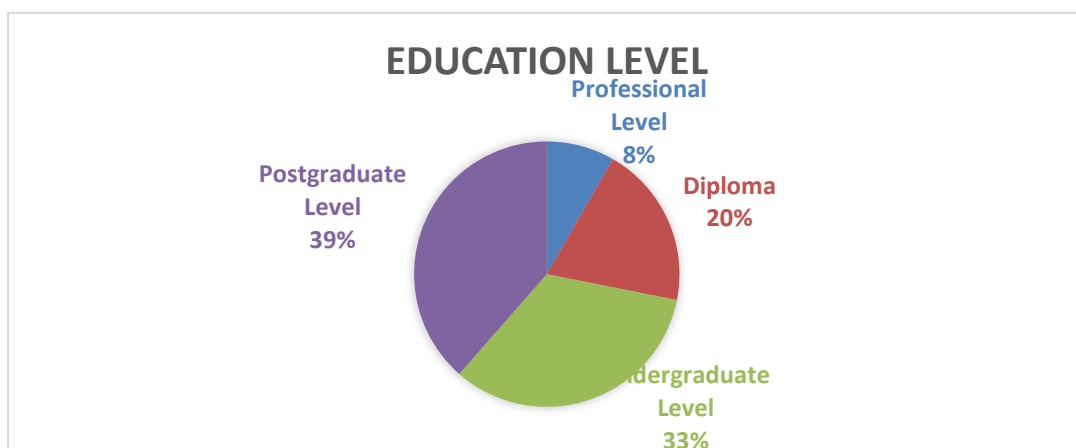


Figure 3 shows that most (35.4%) of the employees serving in leadership positions in various FKE-member organizations were aged between 41-50 years old, followed by 22.9% of respondents aged between 18 to 30 years and 14.6% of them aged between 31-40 years. The results also show an even distribution of the managerial staff in terms of their ages with fewer (11.5%) of them serving above the retirement age of 60 years and 15.6% in their fifties.

Respondents Level of Education

Figure 4

Respondents by Level of Education



According to the results shown in figure 4, most of the management-level staff serving the FKE member organizations were educated with the majority of them having various degrees. In particular, the results show that while only 8.3% of the managers had professional-level and 19.8% had diploma qualifications, most (38.5%) of the managers had attained post-graduate qualifications while 33.3% were undergraduate degree holders. These findings imply that the FKE-member organizations are led by competent personalities most of whom are educated and well-trained.

Respondents' Experience

Table 4

Respondents by Level of Experience

Experience (in complete years)	Frequency	Percent
5 Years and below	22	22.9
6-10 years	15	15.6
11-15 Years	18	18.8
16-20 Years	23	24.0
21 Years and above	18	18.8
Total	96	100.0

In terms of the level of experience, Table 4 indicates that while most of the respondents had between 16-20 years' experience in various trades, the organizations had expertise bringing together fairly balanced levels of experience with 18.8% of the leaders having 21 and above years' experience and a similar proportion of leaders having between 11-15 years' experience. Moreover, it also emerges that 15.6% of the respondents indicated that they had 6-10 years of experience, while 22.9% had up to 5 years of experience. Generally, these statistics indicate that the FKE-member organizations create a good environment for knowledge transfer from most experienced staff through the new entrants in the job market where leadership skills and competencies are inculcated.

Respondents' Sector

Table 5

Respondents by Sector

Sector	Frequency	Percent
Manufacturing	12	12.5
Service	15	15.6
Retail/Distribution	18	18.8
ICT	13	13.5
Real Estate	9	9.4
Healthcare	14	14.6
Other	15	15.6
Total	96	100.0

According to the findings presented in Table 5, the women-led FKE-member organizations in Kenya operate across diverse sectors of the economy. The study reveals that: 12.5% of the manufacturing organizations are led by women. The women-led FKE member entities also account for: 15.6% service sector, 18.8% of retail and distribution businesses, 13.5% of ICT organizations, 9.4% of real estate entities, 14.6% of healthcare organizations and 15.6% of the organizations in other sectors.

Position Held in the Organization

Table 6

Respondents' Ranking in Organizations

Position in the Organization	Frequency	Percent
Senior Management	30	31.3
Management Level	19	19.8
Supervisory Level	17	17.7
Entry Level	23	24.0
Other	7	7.3
Total	96	100.0

According to the results of the analysis presented in Table 6, most (31.3%) of the respondents held senior managerial roles, followed by 19.8% management level staff and 17.7% supervisory staff. The study also shows that 24.0% of the respondents were entry-level staff, while only 7.3% of the respondents alluded that they held positions other than the aforementioned in the FKE member organizations in Kenya.

Descriptive Results

This section presents the descriptive findings of the study as discussed in the order of the variables per specific research objective. It starts with idealized influence, followed by inspirational motivation, intellectual stimulation, individualized consideration, and productivity of the women-led FKE member organizations respectively.

Descriptive Analysis for Idealized Influence and Productivity

Table 7

Descriptive Results for Idealized Influence and Productivity

	N	Mini mum	Maxi mum	Mean	Std. Deviation
The leader inculcates positive attitudes towards work in all employees	96	2	5	4.33	.763
The leader behaves in ways that influence their followers toward the pursuit of organizational goals	96	1	5	4.25	.858
The organization promotes ethical conduct and instils personal values that are aligned with organizational values	96	2	5	4.45	.709
Ideas for infusing institutional values into the work culture are harnessed	96	1	5	4.38	.785
The woman leader is a source of inspiration to the employees	96	2	5	4.42	.804

Table 7 shows that most of the respondents strongly agreed (Mean = 4.33, SD = 0.763) that their leader inculcated positive attitudes towards work. Colleagues and stakeholders have a positive view of the organizational values and leadership (Personal communication, October 24, 2024) and also appreciate the organization's integrity, teamwork, and professionalism.

According to a key informant the top management is seen as friendly and supportive which helps in creating an environment that encourages teamwork. In addition, A respondent states that colleagues and stakeholders view organizational values, leadership and productivity positively, appreciating commitment to professionalism, integrity and teamwork which are among the core values that guide organizational action and decisions. Importantly, the leadership is seen as being approachable, dedicated and supportive which has fostered a collaborative work culture where the workforce feels empowered and motivated to achieve greater outcomes.

The respondents also agreed (Mean = 4.25, SD = 0.858) that the leaders influence employees towards organizational goals.

The leaders inspire and build a culture of transformation by creating a culture that embraces change, encourage innovations and value continuous learning, involving the workforce in the transformation process actively through their input and taking ownership of changes in their areas offering training and support to develop skills and capabilities that align with transformation objectives.

As noted by Codjoe (2019) and further established by Langat et. al, (2019), the respondents in this study also strongly agreed (Mean = 4.45, SD = 0.709) that the

Federation of Kenya Employers member organizations promote ethical conduct by instilling personal values that are aligned to organizational values. The leaders emphasize the need to ensure these values sink into the organizational culture, aligning individual and organizational values to reflect in operations, decisions and actions. Supportive senior members who recognized the leaders' commitment to strong values and guiding principles enhance their organizations' productivity.

The respondents agreed (Mean = 4.38, SD = 0.785) that leadership creates an enabling environment where institutional values are infused into the work culture.

Colleagues and stakeholders appreciate our organizations commitment to integrity, teamwork and organization. They believe the leadership supports these values creating a positive work environment and enhancing productivity.

Some of the leadership qualities that have been found useful among women-leaders include honing good interpersonal relations, practicing empathy, emotional intelligence, foresight, strategic thinking, team play and effective communication skills. Also, the respondents strongly agreed (Mean = 4.42, SD = 0.804) that the women leaders in organizations are a source of inspiration to the employees.

One of the women leaders inspires transformation by leading with a clear vision, encouraging innovation and fostering a supportive collaborative environment.

Women leaders are also adaptable to dynamics of change and leadership with exceptional capability to serve as a role model leading by example in driving organizational productivity.

Descriptive Analysis for Inspirational Motivation and Productivity

Table 8

Descriptive Results for Inspirational Motivation and Productivity

	N	Mini num	Maxi num	Mean	Std. Deviation
The leader articulates the institution's vision in clear and concise terms	96	1	5	4.38	.757
Employees are always encouraged to be innovative and creative to be more productive	96	3	5	4.39	.639
All employees are involved in goal-setting and planning for the organization	96	3	5	4.29	.679
Employees' job engagement is well-structured and executed	96	3	5	4.32	.703
Organizational strategies and changes are communicated effectively	96	3	5	4.44	.629

The results shown in Table 8 indicate that respondents in many organizations strongly agreed (Mean = 4.38, SD = 0.785) that female leaders articulate the institution's vision in clear and concise terms.

Another key informant (personal communication, October 18, 2024) once led a team in company where we needed to revitalize our product line to meet evolving market demands and articulated clear vision focusing on innovation, quality and customer satisfaction.

The respondents also agreed (Mean = 4.39, SD = 0.639) that the leadership encourages employees to be innovative and creative in order to be more productive as was the case with Khan et. al (2020) study which affirmed that leaders should hone transformative leadership traits to enable them understand their teams, inspire them to be provide innovative solutions and influence their attitudes towards higher achievement. This study shows that women leaders build a culture of transformation by: instilling a culture

of employee teamwork and dedication; developing and articulating organizational vision clearly and consistently; and aligning individual values to organizational values. They also involve all employees in developing and executing long-term strategy, fostering inclusive and participatory planning, and creating a culture of continuous improvement. The leaders demonstrate commitment to transformation by ensuring continuous employee involvement in all change processes while encouraging members to innovate and provide unmatched solutions while recognizing exceptional effort, celebrating achievements.

In addition, Table 8 also shows (Mean = 4.29, SD = 0.679) that all employees participate in goal setting and organizational planning and further established (Mean = 4.32, SD = 0.703) a well-structured and executed employee job engagement.

Through participatory planning involved team members from different departments to gather insights which made them feel valued and invested in the vision also focused on growth, innovation and positive change for the company.

The results also indicate that the respondents confidently concurred (Mean = 4.44, SD = 0.629) that the leadership communicates organizational strategies and changes effectively. It is important to note that some respondents expressed the contrary while others took a neutral position across the indicators of inspirational motivation.

Descriptive Analysis for Intellectual Stimulation and Productivity

Table 9

Descriptive results for Intellectual Stimulation and Productivity

				Std.
N	Minimum	Maximum	Mean	Deviation

The leadership stimulates Innovation and creativity among the employees	96	2	5	4.35	.711
The leader guides and supports employees toward finding solutions to problems	96	3	5	4.39	.639
Employees are challenged to take risks while exploring greater opportunities in the organization	96	3	5	4.39	.671
Organizational decisions are re-examined and appropriate adjustments are made in good time	96	3	5	4.49	.580
Employees are empowered to explore opportunities for both personal and institutional growth	96	1	5	4.47	.695

Going by the statistics, table 9 generally shows that the respondents ranked each of the indicators favorably. In particular, the results show that save for a few respondents who expressed a contrary opinion, most of the respondents strongly agreed (Mean = 4.35, SD = 0.711) that leaders stimulate innovation and creativity among the employees and also agreed (Mean = 4.39, SD = 0.639) that the leaders provide support and guidance to their teams.

One of the interviewees claims to have inspired transformation by leading with a clear vision, encouraging innovation and fostering a supportive collaborative environment.

This study shows that women leaders are good at encouraging, motivating and supporting their team members to tackle challenging tasks innovatively. However, the change process is never smooth as some team members are skeptical, resist transformation, abhor change at all costs or they just oppose new perspectives.

We had a person who always had to question every decision the team had to make. The advantage was, we could not make any decision without a valid explanation and the difficulty was that we couldn't make a decision on a problem that required an immediate solution. Also, working with a well informed and impatient colleague, I just had to allow him to talk and express his views.

Impatient team members, the discourteous, the unreasonable, and *the "Know-it-all"* who criticize everything, strain the otherwise healthy intra-organizational relations, and delay decision-making can be tiring.

The respondents strongly agreed (Mean = 4.39, SD = 0.671) that the leaders often challenge their members to explore greater opportunities and take well-calculated risks in pursuit of the organizational objectives. This observation asserts Nyakomita et. al, (2018) findings which underscored the need for organizational leaders to intellectually stimulate the senior managers by challenging their assumptions, and perceptions and encouraging innovation and risk-taking thereby instigating optimism, and change of attitude and behaviour towards enhanced organizational outcomes. Providing mentorship, personalized training, and leading by example in a supportive collaborative environment that accommodates open communication and regular feedback within the organization is imperative for informed decisions, action and enhanced organizational productivity.

In addition, the results also show that the respondents strongly agree (Mean = 4.49, SD = 0.580) that the organizational decisions are re-examined and timely adjustments are made where necessary. In fact, some complexities in decision-making exist where leaders must make difficult, but impactful decisions to keep their

organizations thriving. Some of the challenging leadership scenarios relate to conducting an organizational restructure, layoffs, budget cuts, and temporary hiring freeze, in tandem, the respondents strongly agreed (Mean = 4.47, SD = 0.695) that the leaders also empower their employees to explore viable opportunities for personal and organizational growth. It is important to note that some respondents expressed contrary views while others took a neutral position across the indicators of intellectual stimulation.

Descriptive Analysis for Individualized Consideration and Productivity

Table 10

Descriptive results for Individualized Consideration and Productivity

	N	Mini mum	Maxi mum	Mean	Std. Deviation
The leader provides personalized coaching to the employees when it is needed	96	2	5	4.28	.791
Employees are given opportunities for mentorship to improve their performance	96	3	5	4.32	.718
The leader provides the requisite material and other support to the employees at all levels	96	3	5	4.40	.624
The organization nurtures healthy relationships between senior staff and their juniors	96	3	5	4.33	.675
Employee efforts are recognized and rewarded	96	3	5	4.47	.632

Table 10 shows that the respondents generally ranked all the indicators of individualized consideration positively. The respondents strongly opined (Mean = 4.28, SD = 0.791) that their leader often provides personalized coaching to the staff.

The women leaders are good at offering training, on-thejob coaching and support to develop skills and capabilities that align with the organization's transformation objectives.

It was also agreed (Mean=4.32, SD=0.718) that the leaders play a pivotal role by mentoring their teams to improve performance. Besides, the study also revealed (Mean=4.40, SD=0.624) that women leaders provide the requisite resources and support to employees at all levels as observed by Almahasneh, *et. al* (2022) in their study on individualized consideration and organizational performance.

Building a culture of transformation involves modelling leadership qualities and ensuring that my values reflect the organization's mission. I engage the team by highlighting their individual contributions and providing mentorship programs and promoting a learning culture.

Moreover, the respondents strongly agreed (Mean=4.33, SD=0.675) that the organizations nurture healthy staff relationships irrespective of employee rankings and further concurred (Mean = 4.47, SD = 0.632) that the organizations motivate their staff by recognizing their efforts and providing rewards for outstanding performance. However, it is important to note that some respondents indicated that their leaders do not provide personalized coaching and training to the employees as others took a neutral position across the other indicators of individualized consideration.

Descriptive Analysis for Productivity

Table 11

Descriptive Results for Productivity of women-led FKE Member enterprises

					Std.
	N	Minimum	Maximum	Mean	Deviation
The organization has registered improvements in output value	96	3	5	4.32	.703
Product quality has increased	96	2	5	4.35	.711

The organization has registered an increase in gross and net profits from the operations	96	3	5	4.32	.733
The organization's operations are more efficient and are executed within short turnaround time	96	2	5	4.46	.679
The organization is more competitive in the market than it was before it was led by a woman-leader	96	3	5	4.45	.647

Table 11 shows that the respondents strongly agreed (Mean = 4.32, SD = 0.703) that their organizations have witnessed improved output values.

By focusing on inclusive leadership, clarity of the organizational vision, effectively communicating the vision and continuous adaptation, the women leaders often maximize the potential of their workforce to effect change and improve the output quality.

The respondent also strongly agreed (Mean = 4.35, SD = 0.711) that their product quality increased with advances in operational efficiency and enhanced profitability. In some organizations, however, some respondents indicated contradicting opinion citing inconsistent productivity. Unlike Liu *et. al.* (2021) study which indicated high likelihood of failure of women-led businesses, the responses in this thesis indicate strong concurrence (Mean = 4.32, SD = .733) that the women-led organizations registered rising gross and net profits. The respondents also agreed that the women-led organizations demonstrated increased efficiency (Mean = 4.46, SD = 0.679), attributed to strong organizational leadership that emphasizes teamwork, clear communication, and adaptability.

By encouraging continuous learning, fostering collaboration, culture of innovation and employee empowerment which drives commitment and improves productivity.

Further, the results indicated the perception (Mean = 4.45, SD = 0.647) that these organizations are more competitive than in the preceding leadership before appointment of the women leaders.

“In our organization, women hold essential leadership roles, and their unique perspective contributes significantly to our strategic goals”.

Women in leadership bring qualities such as a strong sense of teamwork which impact team morale and overall productivity. In my opinion, women play a crucial and equal role in leadership with any organization. In my experience women leaders perform exceptionally well, bringing balance, empathy and strategic thinking that enhance overall organizational success. Gender should never limit capability. Women consistently prove they can excel in leadership roles.

This clearly demonstrates that the women leaders are equally effective as they thrive in leadership, and, sometimes, nurture more productive organizations by; infusing ethics and empathizing with team members with a strong sense of emotional intelligence while bringing in new perspectives in contemporary organizational leadership where inclusivity and equity brings in a balance. This study further indicates that women in leadership have broken the glass ceiling demonstrating exceptional capability, commitment to organizational vision, and values leveraging grit and competencies that drive better organizational performance.

Inferential Results

This section details the results of inferential analysis of the relationship between each independent variable and the dependent variable. In particular, the inferences are drawn from the results of correlation and regression analysis to address the stated research questions. Table 15 presents the correlation analysis results followed by regression results as presented in Table 16.

Correlation Analysis

Table 12

Correlation Analysis Results

		Correlations				
		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Productivity
Idealized Influence	Pearson Correlation	1	.446**	.278**	.337**	.519**
	Sig. (2-tailed)		.000	.006	.001	.000
	N	96	96	96	96	96
Inspirational Motivation	Pearson Correlation	.446**	1	.388**	.581**	.478**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	96	96	96	96	96
Intellectual Stimulation	Pearson Correlation	.278**	.388**	1	.496**	.382**
	Sig. (2-tailed)	.006	.000		.000	.000
	N	96	96	96	96	96
Individualized Consideration	Pearson Correlation	.337**	.581**	.496**	1	.473**
	Sig. (2-tailed)	.001	.000	.000		.000
	N	96	96	96	96	96
Productivity	Pearson Correlation	.519**	.478**	.382**	.473**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	96	96	96	96	96

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

Table 12 shows a positive and statistically significant association between each of the independent variables and the dependent variable. Specifically, the results show a fairly strong, positive ($r=0.519$ and $P<0.01$) and statistically significant influence of idealized influence on productivity of women-led enterprises in Nairobi, Kenya. These results are consistent with Nyokabi et. al, (2017) study which established that the CEO's

idealized influence significantly predicts not only the performance of senior managers in the organization but also reflects in the organizational productivity.

The study results also reveal a fairly strong, positive, and statistically significant ($r=0.478$ and $P<0.01$) association between inspirational motivation and productivity of women-led enterprises in Nairobi. The study findings replicate the results of Khan et. al, (2020) which revealed positive and statistically significant association between transformational leadership and organizational performance. The results suggest that organizations with leaders who exhibit inspirational motivation tend to attain higher productivity, possibly due to their ability to articulate a compelling vision. The leadership inspires the teams by articulating the institutional vision in ways that motivate them to perform beyond the organizational expectations. This study, however, deviates from the findings of Martin and Budiyanto (2022) which observed that transformational leadership was statistically insignificant in influencing organizational performance and further suggested the need to enhance transformational leadership practices in organizations.

This study also established a fairly strong, positive, and statistically significant association between intellectual stimulation ($r = 0.382$ and $P < 0.01$) and the productivity of women-led organizations in Nairobi, Kenya. This relationship is evident in the respondents' perceptions that the leadership creates an impressive environment for challenging the employees with new and brilliant ideas on how to do things differently and achieve greater outcomes. These results confirm the findings of Khan et. al (2020) study which shows that intellectually stimulating leadership inspires high performance and greater organizational achievement.

The results also show that the productivity of the women-led organizations in Nairobi varies with how well the leadership attends to the followers' needs, provide support, mentorship, and coaching. By guiding team members where necessary, attending to individual interests and needs of each employee, this study corresponds with Mathende and Yousefi (2021) study in which transformational leaders are found to drive performance through individualized consideration. Unlike Kangeri (2021) study which showed that leaders rarely practice individualized consideration in their leadership of organizations, this study shows a fairly strong, positive, and statistically significant ($r=0.473$ and $P<0.01$) relationship between individualized consideration and productivity of the women-led organizations in Nairobi, Kenya.

Regression Analysis

This study examined the nature and extent of the relationship between the independent variables and the dependent variable. This was done through a multiple regression analysis to check how the productivity of women-led organizations is influenced by the transformational leadership dimensions and the results are presented in table 13.

Table 13*Transformational Leadership and Productivity of Women-led Organizations*

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.631 ^a	.398	.372	.42795	
a. Predictors: (Constant), Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspirational Motivation					
ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.021	4	2.755	15.044	.000 ^b
Residual	16.666	91	.183		
Total	27.686	95			
a. Dependent Variable: Productivity					
b. Predictors: (Constant), Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspirational Motivation					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.034	.463		2.232	.028
Idealized Influence	.276	.074	.345	3.760	.000
Inspirational Motivation	.148	.101	.157	1.475	.144
Intellectual Stimulation	.132	.101	.124	1.301	.197
Individualized Consideration	.209	.110	.205	1.905	.060
a. Dependent Variable: Productivity					

Table 13 shows a fairly strong positive correlation ($R = 0.631$) between transformational leadership and productivity of the women-led FKE-member organizations. The coefficient of determination ($R^2 = 0.398$) indicates that the model explains 39.8% variability in productivity of the women-led FKE member organizations in Kenya using the model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \hat{e}$. This essentially implies that transformational leadership practices (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) explain a 39.8% change in organizational productivity. From the Analysis of Variance

(ANOVA), it emerges that the regression model is statistically significant ($F = 15.044$; $P\text{-value} < 0.01$). This further implies that the model fits the study data well and that transformational leadership influences the productivity of women-led organizations significantly.

In addition, the regression coefficients also revealed a positive association between each of the independent variables and the productivity of the women-led organizations given a constant of 1.034. Whereas these results indicate a positive effect of transformational leadership practices on productivity, only the women leaders' idealized influence increases productivity significantly as inspirational motivation, intellectual stimulation and individualized consideration are statistically significant in predicting productivity. While these factors show positive relationships with productivity, only Idealized Influence ($p = 0.000$) significantly predicts productivity at the 0.05 level. The other factors, although positively associated, do not show strong statistical significance in this model. It therefore means that other factors held constant, a unit increase in productivity is caused by a combination of; 0.276 (idealized influence), 0.148 (inspirational motivation), 0.132 (intellectual stimulation), and 0.209 (individualized consideration) respectively.

Limitations of the Study

The study was geographically limited to Nairobi City County, purposely to understand the effect of transformational leadership on the productivity of women-led organizations in the county, which may not fully represent women-led enterprises across Kenya.

While the study targeted leaders and managers of organizations that are led by women, it was not easy to reach all the target respondents with the printed

questionnaires. As a result, the researcher utilized e-questionnaires designed on Google Forms and further obtained support from the FKE to identify key contact persons from each organization to ease the data collection. Also, some of the responses could be biased to suit what the leadership is most interested in since all the respondents were holding leadership positions.

The reliance on self-reported data from the use of research questionnaires introduces the possibility of response bias. The data was also collected during workshops and seminars that brought the member organizations together. In addition, the spatial spread of the organizations across the county made it quite expensive to collect data.

Chapter Summary

This chapter has detailed the analysis results and discussions thereof. The chapter presents the demographic analysis of respondents, the descriptive analysis of the study results as well as the inferential analysis results. The descriptive analysis was done in line with the specific objectives of the study, while the inferential analysis involved both Pearson's correlation analysis and multiple linear regression analyses. The results indicated that of all the dimensions of transformational leadership, only the leaders' idealized influence significantly influenced the productivity of the women-led enterprises in Nairobi County, Kenya. These findings underscore the importance of idealized influence in enhancing productivity. However, the weaker significance of other transformational leadership components suggests that further research is needed to explore additional moderating factors influencing productivity in women-led enterprises. The results presented in this chapter informed the summary of findings, recommendations, and conclusions in the next chapter.

Chapter Five: Summary of Findings, Recommendations and Conclusion

Introduction

This chapter summarizes the findings specific research objective followed by recommendations based on those findings. Conclusions drawn from the inferences and outcomes of the analysis are also presented in this chapter in line with the specific research objectives and research questions.

Summary of Findings

Idealized Influence

This study sought to assess the influence of idealized influence on the productivity of women-led enterprises in Nairobi City County, Kenya. The findings indicate that the leaders inculcate positive attitudes towards work, they model ethical conduct by aligning personal values to organizational values and inspire organizational transformation. The leaders create an enabling environment where institutional values are infused into the work culture.

Inspirational Motivation

The second specific objective of this study was to establish the impact of inspirational motivation on the productivity of women-led enterprises in Nairobi City County, Kenya. The result of the analysis shows strong concurrence by the respondents that female leaders articulate the institution's vision in clear and concise terms and that the leaders encourage employees to be innovative and creative in order to be more productive. The study established that all employees participate in goal setting and organizational planning with a well-structured and executed employee job engagement. The leaders also communicate organizational strategies and changes effectively.

Intellectual Stimulation

This study evaluated the effect of intellectual stimulation as a dimension of transformational leadership on the productivity of women-led enterprises in Nairobi City County, Kenya. The respondents ranked each of the indicators favorably except for a few respondents who held a contrary opinion. The leaders were observed to stimulate innovation and creativity among the employees. It also emerged that the leaders provide support and guidance to their teams, while always challenging them to explore greater opportunities and take well-calculated risks in pursuit of the organizational objectives. In addition, the results also show a consensus that the organizational decisions are re-examined, and timely adjustments made where necessary. The respondents also confirmed that the leaders empower their employees to explore viable opportunities for personal and organizational growth.

Individualized Consideration

The role of individualized consideration on the productivity of women-led enterprises in Nairobi City County, Kenya was assessed, and the respondents generally ranked all the indicators of individualized consideration positively. According to the respondents, the leaders often provide personalized coaching to the staff and also mentor them to improve performance. The study also revealed that women leaders provide resources and support to employees at all levels. The leaders also nurture healthy staff relationships irrespective of employee rankings and motivate their staff by recognizing their efforts and providing rewards for outstanding performance.

Productivity of women-led FKE Member Organizations

The study revealed that women-led organizations have witnessed improved output values with an increase in their product quality. In addition, it was reported that the

women-led organizations registered rising gross and net profits. The respondents also agreed that the women-led organizations operate more efficiently and deliver desired results and solutions within shorter turnaround times further indicating the perception that these organizations are more competitive than in the preceding leadership the appointment of the women leaders.

Conclusion

This section presents the conclusions that were drawn from the analysis of the study findings and the inferential results. The conclusions are presented in this section per study variables.

Idealized Influence and productivity

Every leader wants to win the trust and respect of their followers as a role model and resource person without which the pursuit of organizational goals can be futile. While the analysis results indicate a fairly strong, positive, and statistically significant influence of idealized influence on productivity, this study recommends that leaders engage their teams constructively in activities that demonstrate how their ideas align with the organizational vision and further motivate their teams with good ideas to exceed the expectations of the organization. Leaders need to be on top of things all the time, ensuring they enhance their capacities and those of their followers to achieve their targets. It is also important to avoid losing the team members' trust and respect at all costs.

Inspirational Motivation and productivity

While the study sought to understand how inspirational motivation relates to productivity, the results of the analysis reveal a fairly strong, positive, and statistically significant relationship between inspirational motivation and productivity of the

women-led enterprises. The women leaders are making commendable efforts, inspiring a change mindset among employees, motivating them to enhance the organizational efficiency and output, improve collaboration, teamwork and resilience. However, there's still a lot to improve including articulating the institutional vision with clarity, conciseness, and consistency as a continuous wake-up call to action for enhanced productivity.

Intellectual Stimulation and Productivity

This study also investigated the relationship that subsists between intellectual stimulation and productivity and established a fairly strong, positive, and statistically significant influence of intellectual stimulation on the productivity of women-led organizations in Nairobi, Kenya. This is in view of the respondents' perceptions that the leadership creates an impressive environment for challenging the employees with new and brilliant ideas on how to do things differently and achieve greater outcomes. The results also show that productivity depends on how well the leadership attends to the followers' needs, providing support, mentorship, coaching, and guiding them where necessary but with special attention to the individual interests and needs of each employee.

Individualized Consideration and productivity

This study interrogated the role of individualized consideration in the productivity of women-led enterprises in Nairobi County, Kenya. According to the findings from the analyzed data, a fairly strong, positive and statistically significant relationship was established between individualized consideration and productivity of the women-led organizations in Nairobi, Kenya. It was also inferred that productivity of the women-led organizations depends on how well the leadership attends to the followers' needs,

providing support, mentorship, coaching and guiding them where necessary but with special attention to individual interests and needs of each employee.

Synthesis of Transformational Leadership and Organizational Productivity

In examining the role of transformational leadership in the productivity of women-led enterprises in Kenya, this study has shown that only idealized influence significantly and statistically correlates with productivity. The women leaders were observed to be acting as good role models, behaved well, maintained ethical conduct thereby earning the trust and respect of their juniors. The study also established that the rest of the dimensions of transformational leadership namely inspirational motivation, individualized consideration and intellectual stimulation did not show any significant association with productivity. these findings demonstrate the need for the women leaders to invest more in motivating the employees and inspiring them to achieve greater outcomes, support creativity and innovative efforts while providing personalized attention to each employee. Overall, the leaders need to deliberately foster employee development and organizational growth.

Recommendations

This section details some of the recommendations based on the perceptions and observations from the study. These recommendations are presented for every study variable in order of the specific research objectives.

Idealized Influence and Productivity

The women leaders are making commendable efforts, inspiring change mindset among employees and motivating them towards achievement of greater productivity yet there's still a lot to improve including: articulating the institutional vision with clarity, conciseness and consistency as a continuous wake-up call to action for enhanced

productivity. There is also need to not only encourage creativity and innovation in the organizations, but also continuously support the teams in all stages of organizational transformation. Importantly, organizations need to foster an environment that is inclusive for all people to participate in planning and execution of plans effectively.

Inspirational Motivation and Productivity

While the study established a fairly strong and statistically significant relationship between inspirational motivation and productivity of the women-led enterprises, there is an overarching need to invest more in inspiring and motivating productivity. The women leaders are making commendable efforts, inspiring change mindset among employees and motivating them towards achievement of greater productivity yet there's still a lot to improve including: articulating the institutional vision with clarity, conciseness and consistently as a continuous wake-up call to action for enhanced productivity. There is also need to not only encourage creativity and innovation in the organizations, but also continuously support the teams in all stages of organizational transformation. Importantly, organizations need to foster an environment that is inclusive for all people to participate in planning and execution of plans effectively.

Intellectual Stimulation and Productivity

Engaging employees in discussions and activities that challenge them, stimulates their foresight, curiosity and thoughtfulness is essential for ensuring behavior change. In spite of the advances made, the work environment needs to be made more conducive to stimulate foresight and challenge the employees with new ideas for increased productivity. In this, the leaders still need to take deliberate actions to stimulate the growth mindset and a culture of curiosity and always seeking greater opportunities for better performance. The organizations need not only to support creativity and innovation but also invest in the creative and innovative activities and processes of

providing solutions more effectively and efficiently. The leaders also need to accommodate risk-taking by the employees while seeking more viable opportunities for personal and organizational growth.

Individualized Consideration and Productivity

The results show that the productivity of the women-led organizations in Nairobi City County depends on how well the leadership attends to the followers' needs, providing support, mentorship, coaching and guiding them where necessary. However, the study findings show that the women leaders can elevate their organizational performance by taking an individualized approach to coaching their team members, mentoring them, fostering a more productive environment where interpersonal relationships are valued and constructively nurtured. It is therefore necessary to invest in personalized capacity enhancement activities for every employee to respond to their unique needs for driving the desired performance. The leaders need to put in place an assured reward system and mechanisms for good performers and ensure every small win is appreciated and celebrated.

Suggestions for Further Studies

Further research should replicate this study in other counties that have been accorded the city statuses in order to check whether significant differences arise or otherwise. Future studies could expand the geographical scope to include diverse regions, capturing a broader representation of women-led enterprises. Scholars and researchers should also consider conducting comparative studies on the performance and productivity of the male-leader and female-leader dominated state corporations in Kenya. It may also be vital to extend this study to organizations with gender-balanced boards, notwithstanding the gender of the CEO. In addition, future studies may also

want to focus on the gender imperatives in leadership and productivity of Micro, Small and -medium enterprises which make great contributions to the economy.

Chapter Summary

This chapter has outlined how transformational leadership dimensions relate with productivity of women-led FKE member enterprises in Nairobi city county. The chapter has demonstrated the role of visionary, inspirational, intellectually enabled and supportive leadership in bolstering the organizational productivity of women-led firms. The study has underscored the essence of adequate employee engagement, capacity enhancement, innovativeness and resilience in leading high-performance organizations. The study suggests that women leaders who effectively adopt transformational leadership practices often build more cohesive teams, capacity-build and inspire their teams challenging them to pursue greater results, adapt to the dynamics very fast and drive better performance. It also underscores the need for inclusive environments, aligning individual and organizational values while accommodating risk-taking by the teams and providing support towards the attainment of the desired results. Finally, the study recommends future research at a wider scope with possibility of comparison of organizational productivity based on the leader's gender.

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Appendices

Appendix I: Research Questionnaire

Thank you for taking time to participate in this study. This questionnaire is part of a study on the influence of transformational leadership on the productivity of women-led FKE-Member organizations in Nairobi city county. The study seeks to understand how transformational leaders influence organizational productivity through their individualized consideration, idealized influence, inspirational motivation and intellectual stimulation. The questionnaire is organized into six sections. Please answer each question as honestly as possible and indicate your response to each part of the questionnaire with a tick (✓) where necessary. All responses will remain confidential and anonymous. Thank you.

SECTION A: Bio Data

1. Gender

Male ☐	Female ☐	Other ☐
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2. Age (in complete years)

18-30 years ☐		51-60 Years ☐
31-40 Years ☐		60 Years and above ☐
41-50 Years ☐		

3. Highest Level of Education

Professional course ☐	Undergraduate Level ☐
Diploma Level ☐	Post-Graduate Level ☐

4. Experience (in complete years)

5 years and below ☐	
6-10 Years ☐	
11-15 Years ☐	
16-20 Years ☐	
21 Years and above ☐	

5. Current Sector

Manufacturing ☐	Real estate ☐
Service ☐	Healthcare ☐
Retail/distribution ☐	Other ☐
ICT ☐	

6. Position held in the organization

Senior Management ☐
Management Level ☐
Supervisory Level ☐
Entry Level ☐
Other ☐

SECTION B: Idealized Influence

On a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree, indicate your response to each of the following statements

S/No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The leader inculcates positive attitudes towards work to all employees					
2.	The leader behaves in ways that influence their followers towards pursuit of organizational goals					
3.	The organization promotes ethical conduct and instils personal values which are aligned to organizational values					
4.	Ideas for infusing institutional values into the work culture are harnessed					
5.	The woman leader is a source of inspiration to the employees					

SECTION C: Inspirational Motivation

On a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree, indicate your response to each of the following statements

S/No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The leader articulates the institution's vision in clear and concise terms					
2.	Employees are always encouraged to be innovative and creative to be more productive					
3.	All employees are involved in goal setting and planning for the organization					
4.	Employees job engagement is well structured and executed					
5.	Organizational strategies and changes are communicated effectively					

SECTION D: Intellectual Stimulation

On a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree, indicate your response to each of the following statements

S/N o.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The leadership stimulates Innovation and creativity amongst the employees					
2.	The leader guides and supports employees towards finding solutions to problems					
3.	Employees are challenged to be taking risks while exploring greater opportunities in the organization					
4.	Organizational decisions are re-examined and appropriate adjustments made in good time					
5.	Employees are empowered to explore opportunities for both personal and institutional growth					

SECTION E: Individualized Consideration

On a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree, indicate your response to each of the following statements

S/No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The leader provides personalized coaching to the employees when it is needful					
2.	Employees are given opportunities for mentorship towards improving their performance					
3.	The leader provides the requisite material and other support to the employees at all levels					
4.	The organization nurtures healthy relationships between senior staff and their juniors					
5.	Employee efforts are recognized and rewarded					

SECTION F: Productivity of Women-led Enterprises

On a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree, indicate your response to each of the following statements

S/No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The organization has registered improvements in output value					
2.	Product quality has increased					
3.	The organization has registered increase in gross and net profits from the operations					
4.	The organization's operations are more efficient and are executed within short turnaround time					
5.	The organization is more competitive in the market than it was before it was led by a woman-leader					

Appendix II: Key Informant Interview Schedule

1. Briefly comment about your approach to leading organizational transformation stating how it reflects in productivity

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I have heard some people say “*what a man can do, a woman can do it better*” In your opinion, what is the place of women in leadership in your organization and how do they perform?

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What do your colleagues and other stakeholders think/say about organizational values, leadership and overall productivity of the organization?

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2. How do you Inspire and Build a culture of transformation in the organization? (*Leader qualities, individual and institutional values alignment, team inspiration, mentorship, coaching, interpersonal relations, individual effort recognition*)

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3. What leadership competencies do you find most useful in this journey?

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4. Tell me about a point in time you worked with a difficult person/team under your leadership. What were the opportunities and risks for your team and how did you navigate the whole scenario? (*consider – leader innovation, creativity, risk-taking challenge and exploration of opportunities*)

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5. When you have Business Strategy/Performance review meetings with your governing authority/management team/key stakeholders, what do they tell you?

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6. Explain a time you developed and executed a vision for a company (*Vision articulation, participatory planning, communicating the vision clearly and consistently*)

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7. If you ever led an organization through a crisis, what was your experience like?

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8. What was the most difficult but impactful decision you made as a leader? How did your team respond to the decision and do you feel about it?

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9. Tell me about a leadership challenge you encountered/overcame? What was your feeling about it?

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Appendix III: Pilot Study Reliability Analysis Results

Table D-1

Idealized Influence and Productivity

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The leader inculcates positive attitudes towards work to all employees	18.55	4.073	1.000	1.000
The leader behaves in ways that influence their followers towards pursuit of organizational goals	18.55	4.073	1.000	1.000
The organization promotes ethical conduct and instils personal values which are aligned with organizational values	18.55	4.073	1.000	1.000
Ideas for infusing institutional values into the work culture are harnessed	18.55	4.073	1.000	1.000
The woman leader is a source of inspiration to the employees	18.55	4.073	1.000	1.000

Table D-2

Inspirational Motivation and Productivity

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The leader articulates the institution's vision in clear and concise terms	17.27	3.418	.791	.894
Employees are always encouraged to be innovative and creative to be more productive	17.36	3.255	.939	.864
All employees are involved in goal-setting and planning for the organization	17.55	3.873	.414	.977
Employees job engagement is well structured and executed	17.36	3.255	.939	.864
Organizational strategies and changes are communicated effectively	17.36	3.255	.939	.864

Table D-3
Intellectual Stimulation and Productivity

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The leadership stimulates Innovation and creativity amongst the employees	17.45	3.473	.877	.949
The leader guides and supports employees towards finding solutions to problems	17.27	3.418	.791	.965
Employees are challenged to be taking risks while exploring greater opportunities in the organization	17.45	3.473	.877	.949
Organizational decisions are re-examined and appropriate adjustments made in good time	17.36	3.255	.939	.939
Employees are empowered to explore opportunities for both personal and institutional growth	17.36	3.255	.939	.939

Table D-4
Individualized Consideration and Productivity

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The leader provides personalized coaching to the employees when it is needful	17.27	3.418	.828	.965
Employees are given opportunities for mentorship towards improving their performance	17.00	4.000	.892	.939
The leader provides the requisite material and other support to the employees at all levels	17.09	4.091	.924	.936
The organization nurtures healthy relationships between senior staff and their juniors	17.00	4.000	.892	.939
Employee efforts are recognized and rewarded	17.09	4.091	.924	.936

Table D-5
Productivity

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The organization has registered improvements in output value	17.36	3.655	.820	.975
Product quality has increased	17.45	3.473	.977	.949
The organization has registered increase in gross and net profits from the operations	17.45	3.473	.977	.949
The organization's operations are more efficient and are executed within short turnaround time	17.45	3.473	.977	.949
The organization is more competitive in the market than it was before it was led by a woman-leader	17.55	3.873	.801	.977

Appendix IV: Research License



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Date of Issue: **17/July/2023**

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Appendix V: Editing Certificate



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To Dr. Jane Kinuthia

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Nairobi.

18th March, 2025

Dear Madam,

RE: CERTIFICATE OF EDITING (DERO RUTH ADHIAMBO (MALD/8481/017))

This is to confirm that I have read through and edited the final thesis for the above-named candidate entitled **‘The Role of Transformational Leadership on Productivity of Women-Led Federation of Kenya Employers’ Member Enterprises in Nairobi County, Kenya’**

I confirm that the corrections suggested, most of which touched on expression, in-citations, referencing and formatting have been affected by the Candidate. For further enquiry, kindly do not hesitate to contact me.

Yours Sincerely,

Loise W. Mwai, PhD

**Lecturer, Department of Literature, Linguistics and Foreign Languages
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