

**INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON KNOWLEDGE  
MANAGEMENT PRACTICES IN SELECT FAMILY-OWNED BUSINESSES  
IN KENYA: A CASE OF TUMAINI GARDENS  
AND ENGLISH PRESS**

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A THESIS PRESENTED TO THE GRADUATE SCHOOL IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD  
OF THE DEGREE OF MASTER OF ARTS IN  
LEADERSHIP

PAN AFRICA CHRISTIAN UNIVERSITY

**JULY 2024**

## DECLARATION

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

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## **DEDICATION**

Almighty God, I dedicate this research project to You alone. Thank you Lord Your grace, strength and the resources to undertake this work. All glory and honor are Yours forever. I also dedicate this work to my mother, Serah Njeri Mungai. Mum, thank you for always encouraging me to soldier on and finish what I start. Mum, may the Good Lord bless you in excess of your sacrifices. To my 'boys' and brothers Pierre, Kibe, Frank, Robert and Albert, I am grateful for your continued support and encouragement. God's blessing to you gentlemen. To my classmates Mak'Owour Achola and Margaret Kimui, whom we started this journey together, let us keep running this race to the end.

## **ACKNOWLEDGMENT**

Lord, thank you for the opportunity and provision to undertake this program. I am forever grateful to You. My sincere appreciation goes to my supervisors Professor Caren Ouma and Dr. Augustus Nyakundi whose contribution, direction and constructive criticism have helped shape this research project. Thank you for reviewing my work and pushing me think critically think through many concepts. To Mr. Sammy Mangeli, Mr. Edwin Agasa and Mr. Vincent, thank you for your invaluable feedback on my work. To my lecturers at PAC University - Dr. Edward Nzinga, Dr. Truphena Oduol and Dr. Solomon Munyao, just to mention a few -, thank you for all that you have taught me. May The Good Lord bless each and every one of you.

## ABSTRACT

Family-owned businesses play a critical role in propelling the economic, political, and social advancement of a nation. However, for such businesses to continually influence a global, regional and national growth, they need to have transformational leaders, who will inspire, motivate, and encourage employees to acquire, share, utilize, and store knowledge. The study sought to investigate the influence of transformational leadership on knowledge management practices in family-owned businesses. The study was embedded on two theories namely Transformational Leadership Theory and Knowledge Management Theory. The study was anchored on the interpretivist worldview and adopted qualitative research design, using a , using a phenomenological approach. However, to enable the researcher understand behavior, and attitudes embedded in transformational leadership and knowledge management, the study also collected and analyzed quantitative data. Moreover, the quantitative data was useful in describing the characteristic of the study population and how they experience both transformational leadership and knowledge management. The target population of the study was all the 144 employees of Tumaini Gardens (42 employees) and English Press Limited (102 employees), whereby 17% or 24 participants formed the sample size. The study used a questionnaire to collect quantitative data from the operational/junior staff administered physically. To support the questionnaire survey, an interview guide was employed on senior leadership, middle level managers as well as supervisors selected through purposive sampling to provide qualitative perspectives. Content analysis was used to analyse qualitative data while quantitative data was analysed using descriptive as well as inferential statistics. Statistical Package for the Social Sciences (SPSS) version 28 was used in analysis. The results revealed a positive significant relationship between individualized consideration, inspiration motivation as well as idealized influence traits of transformational leadership and knowledge management ( $r = 0.738$ ,  $p = 0.037 < 0.05$ ; ( $r = 0.624$ ,  $p = 0.017 < 0.05$ ;  $r = 0.514$ ,  $p = 0.031 < 0.05$ , respectively). Further, the findings found a strong negative relationship between intellectual stimulation trait of transformational leadership and knowledge management ( $r = -0.844$ ,  $p = 0.012 < 0.05$ ). The dominant descriptive results showed that the business leaders spends time mentoring and coaching junior staff; policies and procedures manuals were regularly updated ; and that managers emphasized on employee learning and development. The study concluded that, the more the individualized consideration as well as intellectual stimulation, the better the knowledge management practices was likely to be sustained notwithstanding the minimal effect. The study recommends the sampled family-owned businesses sustain individualized consideration as well as inspiration motivation traits of transformational leadership. There is need to enhance mechanisms for mentoring and coaching junior staff as well as regularly updating business policies and procedures manuals. It is recommended that sampled family-owned businesses need to re-evaluate and adopt intellectual stimulation trait of transformational leadership which is lacking because it was negatively associated with knowledge management practices. This can be done by encouraging new insights from employees and by taking employees new ideas into consideration. To further establish the link between transformational leadership and knowledge management practices, it is proposed that other businesses other than family-owned businesses be examined and empirically proven.

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## **ABBREVIATIONS AND ACRONYMS**

FOB – Family-Owned Businesses

GDP – Gross Domestic Product

KM – Knowledge Management

NACOSTI - National Commission for Science, Technology, and Innovation

PWC – PricewaterhouseCoopers

SME – Small and Medium Enterprises

TL - Transformational Leadership

## **OPERATIONAL DEFINITION OF TERMS**

Transformational leader: an individual who engages and motivates employees in such a way that both agents raise each other's level of morality and motivation (Andersen, 2015; Burns, 1978). In this study, a transformational leader is one who inspires, coaches, role-models, encourages employees to willingly share knowledge, thereby benefiting an individual, a team and the organization.

Knowledge management: a formal process, through which organizations determine and avail beneficial information to all concerned parties (Singh, 2008). In this study knowledge management refers to a systematic process through which knowledge is captured, shared, developed and utilized efficiently. This definition is amplified by Nonaka and Senge (1994) who referred to Knowledge management as a multidisciplinary approach to achieve organizational objectives by making the best use of knowledge. Through knowledge management, leaders and their followers drive a learning culture, leading to creation, acquisition, sharing, storage, and utilization, of new knowledge, hence innovation (Hamaweja, 2019), thus positive and superior individual, team, and organizational performance.

Practices and experiences: Efforts made towards entrenching knowledge management practices, thereby improving employee awareness, competencies, and skills, therefore behavior change Webb, 2017). In this study, practices and experiences refer to the individual values, behaviors, attitudes, and beliefs which define social interactions at the workplace and are a precursor to creating effective knowledge relationships.

Family-Owned Businesses: Entities in which property and/or direction are controlled by a family, which desires continuity in the hands of their descendants (Martínez et al., 2013). They typically employ between 250-500 employees (Patel et al., 2012), and have an annual turnover of \$ 40 million (Abu Bakar et al., 2015), hence their classification as SMEs. In this study family businesses refers to organizations where family members play a key role in both owning and overseeing the daily operations of the business. Consequently, family members play a key role in defining leadership which promoted effective knowledge management practices, thus shared individual, team and organization successes.

Individualized consideration: Extent to which a leader pays individual attention to each employee, thereby meeting their needs (Robbins & Judge, 2017; Zwingmann et al., 2014). In this study, individualized consideration refers to how leaders identify their followers developmental needs, and provides customized support to grow and develop their ideas. This leads to individual and team growth, hence organizational success

Inspiration motivation: Extent to which a leader communicates optimism about the attainment of a desired future goal, hence creating high expectations that their team members want to achieve (Yin et al., 2019). In this study, inspirational motivation refers to how a leaders communicates optimism about the attainment of a desired future goal, hence creating high expectations that their team members want to achieve. Moreover, the leader uses symbols and stories to encourage followers to ‘keep the faith’ and not to give up along the way (Park & Kim, 2018; Robbins & Judge, 2017)

Intellectual stimulation: The extent to leaders challenge their employee's traditions worldviews and assumptions, thereby mentally and logically inspiring and motivating them creatively to solve problems as well as look at things differently (Andriani et al., 2018; Park & Kim, 2018). In this study, intellectual stimulation is the same as the definition given above.

Idealized influence: The extent to which a leader develops a compelling vision and acts consistently with the vision they have articulated (Zwingmann et al., 2014). In this study idealized influence refers to how a leader to the way a leader exemplifies the desired conduct, thereby inspiring employees to connect with the leader. As a result, employees willingly share their knowledge to achieve a shared vision.

Knowledge acquisition: The ability to create or add new information/data to what already exists in a given field/area (Kaba & Ramaiah, 2019). In this study, knowledge acquisition is the same as the definition given above.

Knowledge sharing: How information is disseminated/passed on among employees (Hussinki et al., 2017; Kaba & Ramaiah, 2019). In this study, knowledge sharing refers to the process of passing on/disseminating information between the leader and employees.

Knowledge application: Practical exploration, exploitation, and utilization of knowledge to business processes (Gonzalez & Martins, 2017; Gelard et al., 2014). In this study, knowledge application is the same as the definition given above.

Knowledge storage: The formal process through which an organization retains as well as keeps its information and memories safe in different repositories, where it can easily be

accessed and retrieved when the need arises. These memories and information form the basis of organizational culture, values, beliefs, and rules (Caroline et al., 2015; Gonzalez & Martins, 2017). In this study, knowledge storage is the same as the definition given above.

Organizations practices: Unique way through which businesses meet their objectives. In this study, organizational practices refer to the social interactions through which individuals tap into their external networks, thus acquiring new knowledge, which is in turn shared with the individual's organization.

Values: Philosophies that inform an individual's worldview, thereby guiding behavioral patterns (Gorenak & Ferjan, 2015). These influence employee performance, which in turn affects organizational sustainability (Gorenak & Košir, 2012). In this study, values refer to the same the definition given above.

Behavior: Coordinated internal responses to both internal and external stimuli (Uher, 2016)

Behaviors impact how employees carry out their duties, hence influencing organizational performance. In this study, behaviors refer to the same the definition given above.

Attitudes: Mental and/or emotionally feeling, which directs human actions (Chaiklin, 2011). Attitude can either have a positive or negative impact on how employees carry out their duties, hence influencing organizational performance. In this study, attitudes refer to the same the definition given above

Beliefs: Mechanisms that help human beings deal with anxiety and stress (Farias et al., 2013). In this study, beliefs philosophies and theories which help leaders and their followers cope with anxiety and stress.

# **CHAPTER 1**

## **INTRODUCTION AND BACKGROUND OF THE STUDY**

### **Introduction**

The study sought to explore the effect of transformational leadership through its four basic tenets of inspiration motivation, idealized influence, individualized consideration, and intellectual stimulation; on knowledge management practices such as identification, acquisition, distribution, application, and storage of knowledge in select Family-Owned Businesses in Kenya. To achieve this, chapter one presents the background for the study. It explains the problem statement, the study's purpose, the study's objectives, research questions, justification, and significance of the study, the scope of the study as well as delimitations and limitations of the proposed research. The chapter also provides an operational definition of terms used in the study. Finally, chapter summary is given at the end.

### **Background of the Study**

Bakar, Ahmad, and Buchanan (2015) argue that while there are large family-owned businesses, most of them are classified as small and medium-sized businesses since they typically employ less than 250 employees and have an annual turnover of \$ 40 million. This view is supported AfricaBusiness.com (2023), and Ruto (2021) who asserts that family owned businesses in Kenya generate annual revenues of between US\$10 and US\$ 50 million. Additionally, AfricaBusiness.com (2023) and Mbogo (2020) also indicate that about 15% of family-owned businesses in Kenya report annual revenues of over US\$50 million. Moreover, a quarter these businesses generate revenues that exceed

US\$100 million (Mbogo, 2020). Nevertheless, globally these family-owned businesses drive economic growth and job creation (Nwuke et al., 2020).

On the other hand, modern businesses, which include family-owned businesses, continually, operate in a dynamic and ever-changing environment, marked by swift technological advancements, extreme competition and increasing customer demands and expectations. These changes have an impact on employee behavior, attitude, and ultimately their performance. As a result of this complex business environment, researchers argue that there is need for adopting leadership styles that help businesses effectively manage these transformations, while at the same time promoting interpersonal relationships as well as open communication between leaders and followers (Canterino et al., 2013; Omunakwe et al., 2018; Pousa, et al., 2017; Putri, 2018; Walker, 2017;). Such positive relationships build trust between leaders and employees (Yasir et al., 2016), thereby increasing employee engagement, contentment, and happiness. As a result, employees openly and willingly create, share and store knowledge, leading to effective utilization of knowledge, hence continuous innovation, higher productivity, and superior organizational performance.

Moreover, due to shorter product life cycles, increased production rate of new products (Zieba & Schivinski, 2015), and changing consumer behaviors, modern businesses must continually demonstrate their unique value proposition to their customers. To this extent, modern businesses must continually come up with new and innovative products and/or services, which effectively address different customer needs. This implies that innovation has become a key determinant and measurement of organizational growth, competitiveness, and success. Nonetheless, continuous innovation

is fully dependent on employee willingness to openly share what they know, hence adding value to the creation, dissemination, utilization, and storage of knowledge (Zieba & Schivinski, 2015). This necessitates leaders who can leverage shared employee knowledge, experience, and skills, leading to continuous learning and innovation. Such a culture enables employees to own and willingly commit to organizational goals (Fries et al., 2021). Consequently, employees are intrinsically motivated to come up with customer-centric and value-adding products and/or services, hence individual, team, and organizational survival in a turbulent and constantly evolving business landscape.

To this extent, in the 21st century, knowledge is a key ingredient in the decision-making process (Döring & Witt, 2020). This implies that knowledge has become the most significant organizational resource (Carrasco-Hernández & Jiménez-Jiménez, 2016). It is used to develop innovative and value-adding products and/or services, which address changing customer needs, hence a sustainable competitive advantage (Peter & Donnelly, 2019; Carrasco-Hernández & Jiménez-Jiménez, 2016). However, knowledge is only useful when it is applied to resolve existing and anticipated challenges. Consequently, modern-day businesses must have transformative leaders, who are willing to and capable of leveraging on an organization's capability to systematically obtain, assess, distribute, leverage, and retain knowledge, thereby realizing the benefits of knowledge.

With this backdrop, this study sought to explore the possible effect of transformational leadership – through its four basic tenets of inspirational leadership, idealized influence, individualized consideration, and intellectual stimulation (Kim & Park, 2020; Dartey-Baah, 2015) - on knowledge management practices - identification,

acquisition, sharing, application, and storage of knowledge (Chai, & Liu, 2018) - in Family-Owned Businesses in Kenya.

### **Transformational Leadership**

Transformational leadership (TL) can be defined as a leadership style where “leaders and followers raise one another to higher levels of morality and motivation” (Passakonjaras & Hartijasti, 2019). Researchers opine that transformational leadership drives positive individual, team, and organizational changes (Yasir et al., 2016), hence shared success. Transformational leaders model the desired behaviors and values articulates expectations and encourages rational thinking and creativity while simultaneously paying attention to individual needs. Such an approach enables both the leader and followers to help each other achieve both individual and corporate objectives, hence shared success.

On the other hand, a transformational leader can inspire employees to rise above their personal and/or self-centered goals for the benefit of both the organization and the employee (Park & Kim, 2018; Xie, 2020). This implies that the primary objective of a leader should be employee contentment and comfort (Zwingmann et al., 2014), which leads to higher employee engagement, hence organizational longevity (Osborne & Hammoud, 2017). To this extent, this observation suggests that the end-product of leadership should be to build trust and commitment as well as promote employee’s wellbeing. Consequently, a happy and content employee will be intrinsically motivated to commit more of their intellectual capital, time, skills, experience, and energy towards the

organization, resulting in effective knowledge management practices, thus positive and superior individual, team, and organizational performance.

Additionally, a transformational leader continuously provides employees with learning opportunities, thereby increasing their knowledge and skills. Consequently, employees continually question-working ways to rethink current problems and challenges, leading to the generation of new ideas and solutions (Sattayaraksa & Boon-itt, 2016), which effectively address customer needs. This leads to customer commitment, increase in sales and profitability, and consequently shared success. As the independent variable, transformational leadership (TL) was measured through four (4) indicators namely inspirational leadership, idealized influence, individualized consideration, and intellectual stimulation (Dartey-Baah, 2015; Kim & Park, 2020).

Transformational leadership has been researched globally, regionally, and locally. A study was done by Prochazka et al. (2018) in the Czech Republic explored the impact of transformational leadership on organizational culture, job satisfaction, and teamwork, hence positive and effective individual, team, and organizational performance. Ricablanca and Abocejo (2020), carried out a study in a European manufacturing setting that directly linked transformational leadership with creating an environment that natures and promotes trust between employees and their leaders. Moreover, the study indicated that transformational leaders can share a common vision, which helps employees commit to the achievement of high valued tasks, hence superior job performance. Such an environment leads to open sharing of knowledge, that result to effective knowledge management practices. Another study was done by Jorge and López-Zapata (2019) concluded that transformational leadership positively impacts the foundation of quality

management models in European five-star hotels. Farahnak et al. (2020) carried out a study that concluded that transformative leaders and transformational leadership positively impact employee's ability to innovate, hence organizational success and survival in a turbulent environment. Lai et al. (2020) research argued that transformational leaders make use of different behaviors to provoke employees to adopt behaviors that are beneficial to the organization. For example, transformative leaders empower their employees to make decisions, hence better engagement, which leads to superior individual, team, and organizational performance. A study that was done by Arshad et al. (2016) concluded that transformational leadership has a positive correlation between transformational leadership and the performance of Malaysian technology-based businesses. Nonetheless, none of these studies took into account the impact of transformational leadership on family-owned businesses, hence creating a knowledge gap.

A South African study carried out by Mokgolo et al. (2012), concluded that transformational leadership, employee performance, and job satisfaction were positively correlated, leading to the achievement South African Public Sector objectives. Moreover, the study concluded transformational leaders help reduce employee uncertainty caused by constant changes, hence superior performance. A study by Afriyie et al. (2019) concluded that transformational leadership contributes to the growth of SMEs in Ghana. On the other hand, Maina and Gichinga (2018) conducted a study in Kenya which revealed that transformational leadership has a beneficial impact on the performance of steel manufacturing firms located in the coast region. Nonetheless, the aforementioned studies

failed to examine the influence of transformational leadership specifically within the context of Kenyan owned family businesses, hence creating a knowledge gap.

### **Family-owned businesses**

Researchers argue that many family-owned businesses (FOBs) are categorized and structured as small and medium-sized enterprises (SMEs) (Abu Bakar et al., 2015; Harith & Samujh, 2020; Nwuke et al., 2020; Patel et al., 2012). This is because, they typically employ between 250-500 employees (Patel et al., 2012), and have an annual turnover of \$ 40 million (Abu Bakar et al., 2015), hence their classification as SMEs. This view is supported by Visser and Chiloane-Tsoka (2014), who argue that in most countries, the SME sector is majorly comprised of FOBs. The European Economic and Social Committee (EESC), opines that “family businesses represent a substantial number of SMEs” (Petru et al., 2019, p. 307). Andriani et al. (2020) argues that “most SMEs are family businesses that are driven, managed, and often employed their own families” (p 1). AfricaBusiness.com (2023), and Ruto (2021) asserts that family owned businesses in Kenya generate annual revenues of between US\$10 and US\$ 50 million. Additionally, AfricaBusiness.com (2023) and Mbogo (2020) also indicates that about 15% of family-owned businesses in Kenya report annual revenues of over US\$50 million. Moreover, a quarter these businesses generate revenues that exceed US\$100 million (Mbogo, 2020). This implies that FOBs are synonymous with SMEs.

However, there is no agreed-upon definition of a family-owned business (Martínez et al., 2013). Nevertheless, scholars contend that a business can be classified as family-owned when family members actively engage in both the ownership and daily

operations of an organization. For the purposes of this study, a family-owned business may be defined as any enterprise in which two or more members of the same family are involved and where the family has the majority of the ownership or control (Bakar, 2015). Consequently, as a result of this complex ownership and control structure, leaders in family-owned businesses have to carefully balance family and business responsibilities (Pounder, 2015), hence achieving desired objectives.

Globally, family-owned businesses account for between 70-90% of the gross domestic product (GDP) (Chen et al., 2019; Kangethe, 2014; Muriithi et al., 2016). In Europe, family businesses account for more than 60 percent of employment opportunities as well as the continent's GDP. Additionally, family owned businesses represent between 60% and 70% of all SMEs, and contribute between 45% and 65% to Europe's gross national product (GNP) (Visser & Chiloane-Tsoka, 2014). In the United States, family-owned businesses (FOBs) account for 80% of all businesses and contribute to 50 percent of the Country's GDP (Visser & Chiloane-Tsoka, 2014), while 60 percent of employment is directly linked to family-owned businesses (Chahal & Sharma, 2020; De Massis et al., 2018; Soler et al., 2019). In Korea, Taiwan, and Japan, SMEs account for up to 75% of these countries' GDP. In Latin American countries, India and Italy, family-owned businesses account for between 90-98% of all businesses, thereby providing about 80% of all employment opportunities in these countries (Poza & Daugherty, 2014; Soler et al., 2019; Visser & Chiloane-Tsoka, 2014). Consequently, it is undeniable that family businesses influence the global economy.

In South Africa, it is estimated that 50-70% of all businesses are family-owned, thus demonstrating their significance to the country's economic development (Isaacs &

Friedrich, 2011). Moreover, 60% of the companies listed on the Johannesburg Stock Exchange (JSE) are family-owned businesses (Visser & Chiloane-Tsoka, 2014). In Nigeria, family-owned businesses are a great source of local employment, improved technology as well as growth and expansion of home-grown entrepreneurs (Nwuke et al., 2020; Olubiyi et al., 2019).

In Kenya, there are over 1.6 million recognized SME's, which account for 96% of businesses in Kenya. As a result, SME's contribute over 15% of the country's GDP and employ over 80% of the country's labor force (Muriithi & Muigai, 2020), making these businesses the primary source of employment opportunities in Kenya (Kenya National Chamber of Commerce and Industry, 2018). In addition, a survey conducted by PricewaterhouseCoopers (PwC) (2016), indicated that between 70 to 80% of all businesses in Kenya are family-owned. This implies that strong, vibrant, and successful family-owned businesses continually drive the Kenyan economy, hence their continued significance. On the other hand, Soler et al. (2019) argue that FOBs make faster decisions compared to large corporates, hence are more adaptive to the ever-changing business environment. As a result, FOBs are likely to be more innovative and responsive to customer needs, hence their significance in driving global economics.

However, for family-owned businesses (FOB's) to continually impact the local, regional and global economy, they need to outlive the 'founding fathers' tenure, as well as use challenges to create opportunities for innovation, growth, and shared success (Calabrò et al., 2021; Sindambiwe, 2020), thus business continuity (Saan et al., 2018), impact and positive contribution to global economics. To this extent, there is a need for transformational leaders, who can effectively manage various transitions, by putting in

place clear and elaborate knowledge management practices. These practices play a pivotal role in fostering a culture of continuous learning, leading to the creation, acquisition, dissemination, retention, and application of new knowledge, leading to innovation (Hamaweja, 2019), which is considered to be a key driver for economic growth. Moreover, innovation enhances both company and business performance, thereby creating a sustainable competitive advantage (Alblooshi et al., 2020; Hamaweja, 2019).

### **Knowledge Management**

Knowledge management (KM) can be defined as the process through which organizations create, capture, and use knowledge to improve performance (Torraco, 2000), thereby creating a sustainable competitive advantage (Magnusson et al., 2002). Singh (2008) defines knowledge management as a formal process, through which organizations determine and avail beneficial information to all concerned parties. Gao et al. (2018) opine that knowledge management is the process of capturing, sharing, developing, and using the knowledge efficiently. These definitions highlight the significant role that KM plays in facilitating an organization's decision-making process, thereby setting the stage for the achievement of individual, team, and organizational objectives.

Moreover, these definitions imply that knowledge management enables both leaders and followers to use both past and present experiences, to selectively use the information to resolve current and future challenges as well as make evidence-based decisions, leading to organizational effectiveness. In addition, knowledge is used to

develop innovative and value-adding products and/or services, which address changing customer needs, hence a sustainable competitive advantage (Peter & Donnelly, 2019).

Research done by Cillo et al. (2019) concluded that effective exploitation of knowledge management practices enables European agri-food businesses to come up with innovative products and/or services, which effectively address the changing eating and dietary habits and patterns of different consumers. Another research done by Ferraris et al. (2019) concluded that knowledge management practices help Italian organizations develop and exploit big data analytics. As a result, businesses can better understand, process, and exploit a lot of data from different external and internal processes and sources. Consequently, organizations can come up with products and/or services that effectively respond to changing customer needs, leading to improved individual, team, and organizational performance. Moreover, effective exploitation of data enables a business to expand its market share, hence increased sales and profitability, leading to growth and success in a turbulent business environment. A study by Byukusenge & Munene (2017) concluded that knowledge management practices help Rwandan businesses acquire, share and apply organizational resources towards improved production processes, leading to better quality products and/or services, which address the needs of different markets, hence better business performance. A study by Josephat, & Guyo, (2017) concluded that Kenyan Government ministries have adopted effective knowledge management practices, hence improved operational efficiencies. Nonetheless, while these studies demonstrate the positive impact of knowledge management practices, they do not show the impact of transformational leadership on knowledge management

practices of family-owned businesses in Kenya. This creates a gap that this research intends to fill.

Imran, et al. (2016) argue that 21<sup>st</sup>-century organizations are continuously being transformed from resource-based businesses to knowledge-based businesses. To this extent, in the 21st century, knowledge has become the most significant organizational resource (Fries et al., 2021). As a result, modern businesses need to have leaders who can effectively manage “this new source of value creation” (Merat & Bo, 2013), hence creating a unique customer and shareholder value proposition, leading to sustainable competitive advantage.

Knowledge management enables both leaders and followers to use both past and present experiences, to selectively use the information to resolve current and future challenges as well as make evidence-based decisions, leading to organizational effectiveness. In addition, knowledge is used to develop innovative and value-adding products and/or services, which address changing customer needs, hence a sustainable competitive advantage (Peter & Donnelly, 2019).

As the dependent variable, knowledge management was measured using five indicators namely, identification, acquisition, sharing, application, and storage of knowledge (Arun Kumar & Kumar, 2015; Chai, & Liu, 2018; Greaves et al., 2014; Laudon & Laudon, 2012). These five indicators, can be utilized by the sampled organizations to gain a comprehensive understanding of their knowledge management practices and identify opportunities to enhance their KM systems for better performance and innovation.

Nonetheless, for effective utilization of knowledge, modern-day businesses must have transformative leaders, who through their inspirational leadership, idealized influence, individualized consideration, and intellectual stimulation, have the willingness and ability to leverage on an organization's capability to systematically acquire, analyze, disseminate, utilize and store knowledge, thereby realizing the benefits of knowledge. Moreover, a transformational leader can accurately predict as well as effectively address the need of their primary customers; the employees. Consequently, modern-day transformational leaders are tasked with the responsibility of gathering and analyzing information and converting it into useful knowledge, which best serves the need of employees - and customers -, hence creating a sustainable competitive advantage. Therefore, businesses continually embrace the concept of Knowledge Management (KM).

For effective changes to occur, an organization needs transformational leaders who can create a shared vision, which empowers and motivates employees (Arnold, 2017; Fries et al., 2021) to willingly embrace and undertake the desired changes thereby deriving the benefits of knowledge management. Moreover, transformational leaders promote organizational learning, leading to sustainable knowledge management practices, which increase organizational flexibility and adaptability, thereby organizational success in a turbulent business environment. Consequently, behaviors related to knowledge management, are strongly influenced by transformational leadership and the fact that transformational leaders are more equipped and/or suited to be involved in knowledge management (Gelard et al., 2014). This implies that transformational leaders create an enabling environment, which encourages employees to willingly create,

disseminate, apply and store knowledge. As a result, the leader can guide, lead and help the business define or redefine organizational core values, while at the same time align the same with individual purposes, thereby creating a shared purpose. Consequently, individuals, team, and the organization combine their efforts and work towards a common goal, hence organizational effectiveness and shared success in a turbulent business environment.

To this extent, the study covered family-owned businesses in Kenya. As with non-family businesses, FOBs operate in a dynamic and ever-changing business environment, hence the need to reinvent themselves to remain relevant. However, Pounder (2015) argues that family-owned businesses lack adequate systems to retool and equip employees with modern skills to enable them effectively address the dynamic and ever-changing business environment. This implies the need for visionary leadership which can identify challenges, evaluate available options and choose the appropriate solution. This leads to individual, team and organizational behaviors which positively promote inspired motivation, individualized consideration, idealized consideration and intellectual stimulation. This, in turn, contributes to the effective acquisition, sharing, distribution, storage, and utilization of knowledge, leading to evidence-based decision making. This results in efficient gathering, sharing, retention, and application of knowledge, thus evidence-based decision making. Consequently, family-owned businesses will be in a position to put in place tailor-made and relevant knowledge management systems, leading to the individual, team, and organizational success and survival in a technological, economic and geopolitical turbulent business environment.

Based on the unique challenges facing FOB's, as well as the need for 21<sup>st</sup>-century businesses to adopt leadership and knowledge-based approach to overcome constant changes and ensure success, effective knowledge management systems would enable family-owned businesses to effectively and seamlessly transfer leadership from one generation to another (Zehrer & Leiß, 2020). Such an approach could significantly contribute to business continuity, survival, and resilience in a turbulent business environment. To this extent, the study paid attention to the influence of transformational leadership – through idealized consideration, inspired motivation, individualized consideration, and intellectual stimulation, - on knowledge management practices - identification, acquisition, sharing, application, and storage of knowledge (Arun Kumar & Kumar, 2015; Chai, & Liu, 2018) in selected organizations. The study sought to understand how these practices can contribute to the sustainability and/or long-term viability of the selected family-owned enterprises.

### **Statement of the Problem**

Despite the widespread adoption of transformational leadership, many businesses especially family-owned companies, still have trouble managing the knowledge and information within their organizations (Leenaars et al., 2021; & Snyder, 2019). Therefore, effective knowledge management practices need to be sought out and any problems arising resolved immediately. To address this issue, family-owned enterprises should build powerful transformative leadership styles. Moreover, Peters et al. (2018) argue that motivated by self-preservation, maintaining entrenched traditions as well as protecting legacies, family-owned businesses might rely on family members to make

critical business decisions (Pounder, 2015), thus stifling the creation and dissemination of knowledge

In addition, there is a need to help FOBs continuously build and leverage on leadership and knowledge management practices, thus enabling the businesses to outlive the ‘pioneers’ tenure, use transition challenges to create (Calabrò et al., 2021; Sindambiwe, 2020) opportunities for innovation, growth and shared success, thus helping individuals and teams working in FOBs successfully navigate change. This study was, therefore driven by knowledge gaps found in past studies on the topic. From the available literature, it appeared that there has been limited attention given to the impact of transformational leadership on knowledge management practices in family-owned businesses in Kenya. Most studies on transformational leadership, including those by Fries et al. (2020), Hoon et al. (2017), Hassan and Raziq (2019), and Cerchione et al. (2016), have largely taken a one-dimensional approach by mainly concentrating on the qualities of transformational leadership and paying little attention to practices like individualized consideration, inspiration motivation, intellectual stimulation, and idealized influence. Others like Nyamota, (2020); Calabro et al. (2021); Sindambiwe (2020); Cerchione et al. (2016); Waweru and Obonyo (2018) have majorly focused on general performance of SMEs and given little attention to family owned businesses. Further, those that have studied knowledge management like Bharadwaj et al. (2015); and Peters et al. (2018) gave little attention to family owned businesses. As such, a review of the available literature on transformational leadership and knowledge management leaves the following question unanswered: How do the components of transformational leadership—individualized consideration, inspirational motivation, idealized influence,

and intellectual stimulation—affect knowledge management practices in family-owned businesses in Kenya? With this backdrop, this research demonstrated how transformational leadership influences/drives knowledge management practices on family-owned businesses in Kenya.

### **Purpose of the Study**

The purpose of this research was to explore the influence of Transformational Leadership on Knowledge Management Practices in Family-Owned Businesses in Kenya.

### **Objectives of the Study**

The main objective of this study was to investigate the influence of transformational leadership on knowledge management practices in family-owned businesses.

### **Specific Objectives**

- a) To examine the influence of individualized consideration on knowledge management practices in family-owned businesses in Kenya.
- b) To evaluate the influence of inspiration motivation on knowledge management practices in family-owned businesses in Kenya.
- c) To assess the influence of intellectual stimulation on knowledge management practices in family-owned businesses in Kenya.
- d) To establish the impact of idealized influence on knowledge management practices in family-owned businesses in Kenya.

### **Research Questions**

- a) How does individualized consideration influence knowledge management practices in family-owned businesses in Kenya?
- b) What is the influence of inspiration motivation on knowledge management practices in family-owned businesses in Kenya?
- c) What is the influence of intellectual stimulation on knowledge management practices in family-owned businesses in Kenya?
- d) How does idealized influence affect knowledge management practices in family-owned businesses in Kenya?

### **Justification**

This study investigated the influence of transformational leadership on knowledge management practices in select family-owned businesses. The study sought to find out if transformational leaders can use their leadership capability to influence knowledge management practices, hence improved innovation and productivity, leading to greater sustainability of family-owned businesses.

KM researches and studies have mainly focused on large corporate organizations. There are scarce researches and/or studies done on knowledge management practices of SMEs (Albizu, et al., 2011; Martínez et al., 2013; Treviño-Rodríguez & Tàpies, 2010), especially family-owned businesses in Kenya. This left a gap that this research intended to fill.

Additionally, KM research and studies have been discussed at an organizational level (Cerchione et al., 2016; Martínez et al., 2013), leaving a gap in how knowledge is acquired, analyzed, and shared at an individual level. This left a knowledge gap, which this research intended to fill.

Consequently, this study investigated the influence of transformational leadership on knowledge management practices in family-owned businesses. The study will seek to find out if transformational leaders can use their leadership capability to influence knowledge management practices, hence improved innovation and productivity, leading to greater sustainability of family-owned businesses.

### **Significance of the Study**

The study expands the body of knowledge on transformational leadership and knowledge management, providing a foundation for future research by other scholars and researchers. Therefore, theoretically, this study contribute to the limited research, on the influence of TL on KM practices in FOBs in Kenya. The findings of the study are significant to: leaders (including those aspiring to become leaders) and employees of family-owned businesses. Employees of family-owned businesses may include the owners, managing directors or the chief executive officers.

The study will help leaders and employees of family-owned businesses identify and see their unique contribution to the development of knowledge. This in turn motivate them to share their tacit knowledge, hence individual, team, and organizational development. Additionally, the study is an endeavor to help family-owned businesses seek out and engage transformational leaders, who in turn put in place custom-made

knowledge management practices. Consequently, these businesses are able to use knowledge to come up with offerings that meet the needs of diverse clients, creating sustainable competitive advantages in a dynamic and globalized environment.

All leaders aiming to take on greater challenges at the top of the needs pyramid (self-actualization) benefit from the findings of this study. The study's conclusions have an effect on leaders' personal development and aid in the transformation of individuals who put the needs of an organization ahead of their own self-actualization and self-interest. Additionally, this study contribute to the existing literature on TL and KM practices.

### **Assumptions of the Study**

This research was based on the following assumptions:

The study assumed that family-owned businesses practice transformational leadership, hence their survival in a continually changing and dynamic business environment. Secondly, the study assumed that family-owned businesses have knowledge management practices in place, hence their survival in a continually changing and dynamic business environment. Further, the study assumed that individualized consideration impacts knowledge management practices in family-owned businesses in Kenya. Through individualized consideration, leaders are able to contextualize organizational objectives to employee objectives, leading to shared objectives. It was also assumed that inspiration motivation impacts knowledge management practices in family-owned businesses in Kenya. Through charisma, leaders are able to model the desired leadership behaviors. The study assumed that intellectual stimulation influences

knowledge management practices in family-owned businesses in Kenya.

Transformational leaders are able to challenge their employees to come up with solutions to both existing and future problems. It was assumed that idealized influence impacts knowledge management practices in family-owned businesses in Kenya.

Transformational leaders are able to coach and mentor their employees, thereby helping them overcome both personal and professional challenges. Finally, the study assumed that employees in the same job grade share similar qualities, experience, and knowledge, hence would provide great insights as to how different job grades experience shared phenomenon – TL and KM.

### **Scope of the Study**

The study paid attention to the influence of transformational leadership on knowledge management practices in the selected organizations. The scope of this study extend to senior leadership senior leadership, middle-level managers, supervisors, junior and operational staff of the Tumaini Gardens and English Press within Nairobi and Kajiado County. The focus was on Nairobi County as the county has the highest number of FOBs in Kenya. Data collection was done within the premises of these two organization. This study was limited to the concepts of transformational leadership, knowledge management, and family-owned businesses. This study focused on family-owned businesses because of their significant contribution towards local, regional and global economic growth and job creation. Transformational leadership was chosen for this study as it well suited for situations where leaders need to encourage employees to willingly create, disseminate, apply and store knowledge, hence continuous innovation, higher productivity, and superior organizational performance. This leads to improved

sales and profitability, hence shared economic prosperity. Knowledge management was selected for this study since it provides a basis for individual, team and organizational learning, thus development of innovative products and/or services, which meet the needs of diverse customers, leading to shared successes. Inclusion of other variables would have made the study too broad.

There are many FOBs in Kenya. However, due to time and financial constraints, this researcher was not able to travel across the country to collect data. The study therefore, focused on selected family-owned businesses in Kenya. Consequently, the study covered Tumani Gardens and English Press in Kajiado and Nairobi County respectively. The study sought to understand how these practices can lead to the sustainability of the selected family-owned business. The study targeted a population size of about three (3) FOBs.

### **Limitations and Delimitations**

Limitations in research refer to the potential weaknesses that are usually out of a researcher's control and are linked with the research design, statistical model constraints funding constraints, or other factors (Theofanidis & Fountouki, 2019). Limitations are constraints that a researcher cannot control. However, constraints may affect a study's design, outcomes, and ultimately, a research's deductions. In this study, due to privacy and confidentiality issues, the research faced the challenge of accessing sensitive personal and organizational data. To overcome this limitation, the study assured the selected organization and respondents in the study that their data was for research purposes only.

Delimitations are concerned with the definitions that the researcher decides to set as the boundaries or limits of their work so that the study's aims and objectives do not become impossible to achieve (Theofanidis & Fountouki, 2019). They focus on the theoretical background of research, objectives, questions, variables, and samples of a study. A researcher can control delimitations. The study focused on family owned businesses, thereby excluding other types of businesses such as public corporations, partnerships, or sole proprietorships. However, to overcome this, the researcher compared and contrasted findings with studies from other business types in both the public and private sectors to identify the role of TL in driving KM practices. .

### **Summary of Chapter**

In this chapter, the study made a general introduction to the concepts of transformational and knowledge management practices and how the two concepts can be used to create a sustainable competitive advantage for FOBs. The chapter demonstrated the contribution of FOBs to the global, regional, and Kenyan economies. Furthermore, the chapter presented the background, statement of the problem, and the purpose of the study. The chapter also outlined the study's objectives and research questions. The chapter also outlined the underlying assumptions, scope, limitations, and significance of the study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **Introduction**

This chapter provides an overview of transformational leadership, family-owned businesses, and knowledge management. Specifically, the chapter reviewed previous literature on the role of transformational leaders and knowledge management and presented theoretical as well as conceptual frameworks. On the other hand, this chapter captured concepts covered in transformational leadership. Transformational leadership was analyzed using four variables, namely; idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. Knowledge management interventions, intervening factors like organizational practices, and experiences was a subject of discussion. The study was essentially driven by the identification of gaps in the existing literature.

#### **Literature Review**

Arshed and Dansen (2015, p. 31) states that literature review “provides a background to and justification for research undertaken”. To this extent, Ridley (2012) argues that a literature review “provides a description, summary, and critical evaluation” of previous works that are related to the research problem under investigation. This implies that literature review is a process through which researchers examine what other scholars have written about the researcher’s areas of interest, identify possible gaps in the research hence providing a rational basis for undertaking given research. Consequently, O’Gorman and MacIntosh (2015, p.31) state that a literature review enables a researcher

to “educate oneself in the topic area and to understand the literature before shaping an argument”

O’Gorman and MacIntosh, 2015 opine that there are four types of literature review. First, there is the traditional or narrative literature review, where a researcher reviews and analyses past literature, and presents a comprehensive background of what has been done within a researcher’s area of interest (Leenaars et al., 2021; O’Gorman & MacIntosh, 2015; Snyder, 2019). This approach “highlights new research streams, identifies gaps or recognizes inconsistencies”, hence a justification for a research topic. The second type of literature is the systematic literature review, where a researcher seeks to “answer highly structured specific research questions” through a rigorous review of available literature (Leenaars et al., 2021; O’Gorman & MacIntosh, 2015).

Thirdly, there is a meta-analysis literature review, where a researcher takes outcomes from selected literature, analyses those conclusions through the use of standardized statistical procedures (Snyder, 2019; O’Gorman & MacIntosh, 2015), hence identifying exiting patterns and relationships between findings (O’Gorman & MacIntosh, 2015). Fourthly, there is the non-statistical procedure literature review, in which a researcher appraises findings from qualitative studies, with the intention of building on previous concepts and interruptions (O’Gorman & MacIntosh, 2015).

This research was on the traditional literature review. To this extent, the researcher reviewed and analyzed past literature, presents a background of what has been done within a researcher’s area of interest and identify gaps in the past literature, hence justifying the need for this research.

The diagram below shows the literature map of the study. The map is a graphical representation of how the researcher reviewed the existing literature.

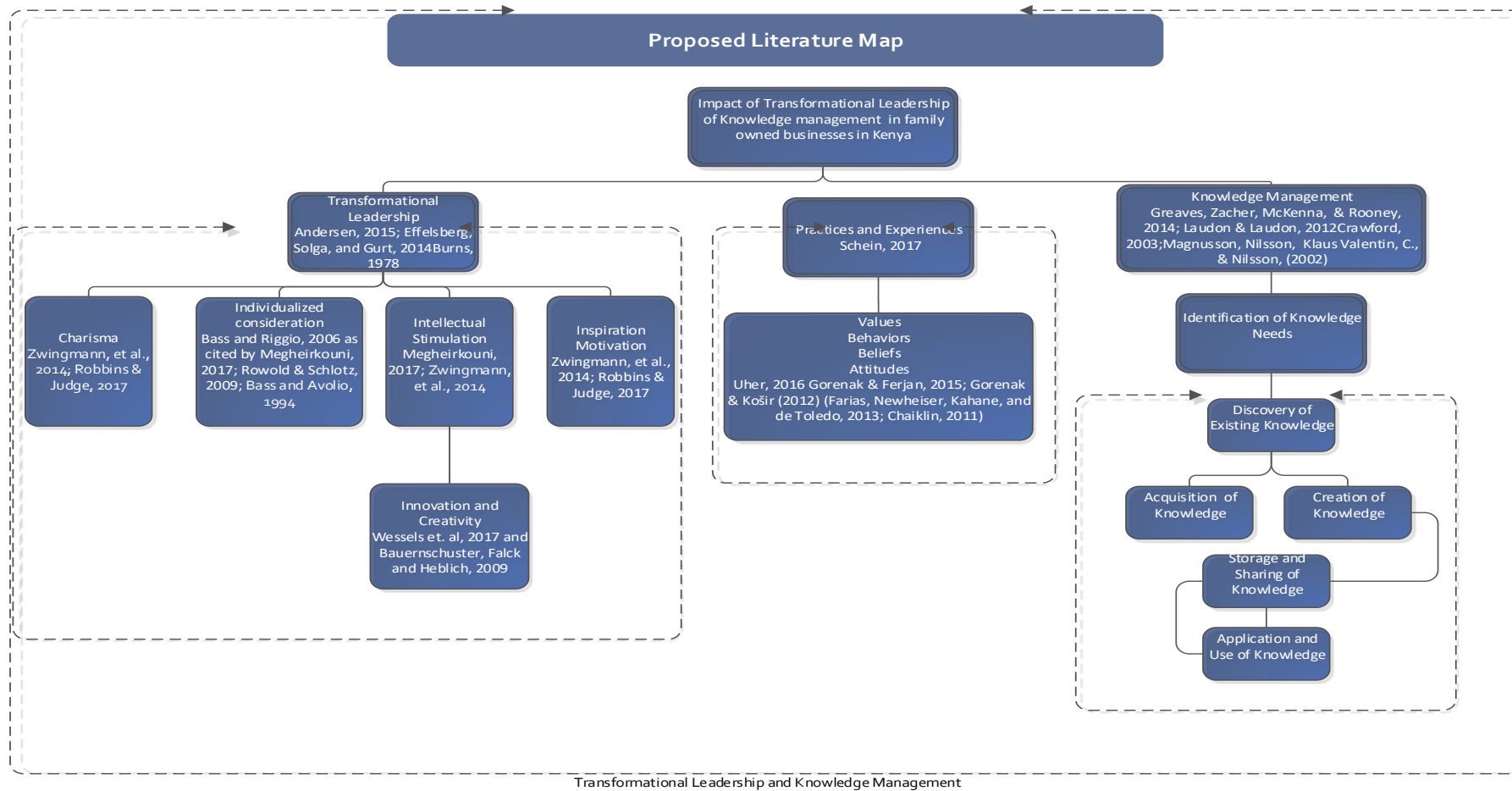


Figure 2. 1 Literature Map

Source: Author, 2024

## **Overview of the Concept of Transformational Leadership**

First, previous studies have defined leadership in diverse ways based on one's cultural background and worldview (Chitpin, 2019), personal traits and behaviors as well as interactions between different stakeholders (Alblooshi et al., 2020). To this extent, different scholars, researchers, and students on leadership agree that generally, there is no common ground on the meaning of leadership, thus no agreement on the best way to develop leaders and the concept of leadership (Bolden, 2011).

Nonetheless, various leadership scholars and researchers have developed various leadership theories in an attempt to define leadership (Ahmad et al., 2017; Ahmed Khan et al., 2016; Kumar et al., 2014). Consequently, leadership theories endeavor to explain the emergence, nature, and consequences of leadership, hence tangible efforts towards bridging the existing gap (Chai, & Liu, 2018). One of the theories that have been used to explain the leadership concept is the Transformational Leadership Theory.

Burns (1978) and Andersen (2015) opine that transformational leaders engage and motivate employees such that both agents elevate each other to greater levels of motivation and morality. This view is supported by Northouse (2016) and Nyamota (2020) who opines that transformational leaders participate as well as work with employees to create and build a shared bond which results in increased levels of morality and enthusiasm. This implies that transformational leaders are considered as agents of change, who conceptualize, disseminate, and model a shared vision to their employees (McShane & Von Glinow, 2018). This vision is so compelling that employees are motivated and committed to letting go of their selfish behaviors, and adopt behaviors that

seek good for all people (Xie, 2020). As a result, both the organization and employees achieve more than they were expected to, hence the desired level of success.

Transformational leaders adopt four characteristics that motivate and drive individual and organizational success. First, idealized influence: this refers to the extent to which a leader develops a compelling vision and acts consistently with the vision they have articulated (Chai, & Liu, 2018). As a result, the leader models the desired behavior, thereby motivating employees to identify with the vision and behave accordingly (Robbins & Judge, 2017). Consequently, the leader inspires commitment and trust, hence gaining respect from employees, thereby driving positive performance.

Secondly, Chai and Liu (2018) opine that transformational leadership is characterized by inspirational motivation. The leader communicates optimism about the attainment of a desired future goal, hence creating high expectations that their team members want to achieve. Moreover, the leader uses symbols and stories to encourage followers to ‘keep the faith’ and not to give up along the way (Park & Kim, 2018; Robbins & Judge, 2017).

Thirdly, the leader intellectually stimulates their followers (Robbins & Judge, 2017). This implies that the leader challenges the follower’s assumptions and worldview, thereby encouraging creativity and innovation (Megheirkouni, 2017), rational problem solving (Xie et al., 2019), thereby stimulating intelligence (Park & Kim, 2018) and boosting individual, team and organizational learning. This leads to superior goods and services hence sustainable competitive advantage encourages.

Fourthly, the leader pays individual attention to each employee, thereby meeting their needs (Robbins & Judge, 2017). For example, the leader can coach and mentor weaker team members, enhance their performance, thereby meeting their desire and motivation for personal growth and achievement (Megheirkouni, 2017). Moreover, Chai et al. (2017) argue that leaders who show individualized consideration delegate work to their employees, thus providing development for both individuals and teams, thereby increasing organizational capabilities.

Nonetheless, even though this leadership theory is primarily advanced to understand effective team and organizational leadership (Chai et al., 2017), there is a need to continually explore how transformation leadership impacts work-related outcomes and expectations. To this extent, this study examined how transformational leadership shapes knowledge management practices in family-owned businesses.

### **Overview of the Concept of a Family Business**

The definition of a family business remains a topic of debate among scholars, with no consensus reached (Kim & Park, 2020). Nonetheless, scholars argue that a family business is one in which family members actively participate in the ownership and day-to-day management of an organization. Others believe that family businesses are defined by interdependence between ownership and control or by the tradition of passing the business down through generations (Dartey-Baah, 2015). For the purposes of this discussion, however, a family business is defined as one in which property and/or direction are vested in a family unit motivated by a desire for longevity, aiming for the business to be carried on by succeeding generations (Kim & Park, 2020).

Nevertheless, even though there is no agreed-upon definition of what constitutes family businesses, their impact on the global economy is undeniable. Studies done in various countries have shown how the growth of family businesses drives global employment reduces poverty and spurs economic growth (Martínez et al., 2013). These studies estimate that globally, between 65% and 80% percent of companies are family-owned (Chahal & Sharma, 2020). Moreover, in Europe, family businesses account for more than 60 percent of employment opportunities as well as the continent's gross domestic product (GDP). In the United States, family-owned businesses account for 50 percent of the country's GDP, while 60 percent of employment is directly linked to family-owned businesses.

In South Africa, family-owned businesses are a significant contributor to the economic landscape of the country, with estimates indicating that they make up between 50% to 70% of all businesses in the country (Isaacs & Friedrich, 2011). In Nigeria, family-owned businesses are widely recognized for their significant contributions to employment opportunities, improved local technology as well as growth and expansion of homegrown entrepreneurs (Olubiyi et al., 2019). Visser and Chiloane-Tsoka (2014), argue that in most countries, the SME sector is majorly comprised of FOBs. This view is supported by The European Economic and Social Committee (EESC), which opines that “family businesses represent a substantial number of SMEs” (Petrů et al., 2019). Andriani et al. (2020) argues that “most SMEs are family businesses that are driven, managed, and often employed their own families” (p 1). This implies that FOBs are synonymous with SMEs. In Kenya, there are over 1.6 million recognized SME's, which account for 96% of businesses in Kenya. As a result, SME's contribute over 15% of the

country's GDP and employ over 80% of the country's labor force (Muriithi & Muigai, 2020).

In addition, a survey done by PwC (2016), indicated that between 70 to 80% of all businesses are family-owned (SBS, 2017). To this extent, strong, vibrant, and successful family-owned businesses continually drive the Kenyan economy, thus demonstrating their significance in the country. Family-owned businesses need to have comprehensive and well-defined knowledge management strategies that foster a culture of knowledge generation, acquisition, dissemination, retention, and application. These practices are crucial for fostering innovation, which is widely recognized as a fundamental catalyst for economic development.

Cerchione et al. (2016, p 169) opines that “while there are many studies that analyze the processes of dissemination of knowledge and highlight the adoption of knowledge management (KM) in large companies, as regards SMEs the framework of knowledge is still fragmented”. For example, larger companies, recognize that no single employee can resolve complex organizational problems (Hagmann & Gillman, 2017). As a result, such entities encourage partnerships and collaborations, leading to a culture of knowledge creation, sharing, and application hence effective knowledge management practices (Bharadwaj et al., 2015). However, researchers opine that KM researches and practices at large businesses cannot be directly applied and replicated in SMEs (Shrafat, 2018) without first appreciating as well as understanding an SME's specific and dynamic environment (Shrafat, 2018), hence creating a knowledge gap.

On the other hand, Peters et al. (2018) contends that motivated by self-preservation, maintaining entrenched traditions as well as protecting legacies, family-owned businesses might rely on family members to make critical business decisions (Pounder, 2015), thus stifling the creation and dissemination of knowledge. As a result, there is limited literature on KM practices in family-owned businesses. Moreover, previous studies and/or research on KM has focused on the Public Service Sector entities (Chiu & Chen, 2016; Josephat & Guyo, 2017) and manufacturing businesses (Dartey-Baah, 2015).

This created a gap that this research intended to fill. With this backdrop, this research sought to demonstrate how transformational leadership influences/drives knowledge management practices on family-owned businesses in Kenya.

### **Overview of the Concept of Knowledge Management**

Knowledge is a defensible belief, which gives one confidence to undertake a certain course of action, in the hope of achieving a positive outcome (Xie et al., 2019). This implies that knowledge is primarily personal (Hemerling, 2016) and unique to an individual. Nonetheless, knowledge enables individuals to understand as well as distinguish various concepts, thereby enabling human beings to make well-informed decisions based on evidence.

In the 21<sup>st</sup> century, the business world has shifted from a resource-based economy – which defined organizational effectiveness as the ability to effectively manage tangible assets such as capital, natural resources and, labor, - to a knowledge-based economy (Imran, et al., 2016) -, which views continuous learning and innovation as the key to

organizational effectiveness. Therefore, the ability of 21<sup>st</sup>-century organizations to create and utilize knowledge – which is considered an intangible but valuable asset – is recognized as a central driver for the creation of sustainable competitive advantage in a globally competitive, constantly evolving and fiercely competitive business landscape.

Nevertheless, many organizations lack systems to support their endeavors to leverage knowledge as an intellectual asset (Ortenblad, 2018; & Hemerling, 2016). Consequently, this has led to the need for creating a logical approach towards creating and disseminating an organization's knowledge, thus the need for knowledge management (KM).

Xie et al. (2019) opines that

...Knowledge management is the intentional and methodical alignment of an organization's people, technology, business operations, and organizational structure with the purpose of generating value through innovation and reuse. This coordination is accomplished through knowledge creation, application, and application of lessons learned and best practices into corporate memory to support ongoing organizational learning (p. 27)

On the other hand, Hemerling (2016) opines that KM is the process through which organizations generate, capture, and use knowledge as a means to improve organizational performance. Furthermore, Singh (2008) opines KM is a formal process, through which organizations determine and avail beneficial information to all concerned parties. These delineations demonstrate the significant impact that KM plays in the

achievement of organizational objectives, thereby creating a sustainable competitive advantage (Hemerling, 2016).

### **Types of Knowledge**

Knowledge management researchers and scholars assert knowledge is either tacit/in-built or explicit (Magnier-Watanabe & Benton, 2017; Rumanti et al., 2019). Tacit knowledge is contained in employees' heads and is gained from their cognitive abilities, skill, beliefs, experience insights, and worldview (Zebal et al., 2019). Explicit knowledge is knowledge that is documented in papers, processes, policies, and procedures of an organization. (Mathieu, Pousa, & Trépanier, 2017). Therefore, KM enables organizations to combine both tacit and explicit information and turns it into actionable knowledge (Zieba & Schivinski, 2015).

### **Knowledge Management Models**

There are many and diverse theories on knowledge management. Each theory contains diverse processes and patterns. For example, Nonaka and Takeuchi (1995) as cited by Ramírez et al. (2011) developed the SECI model of KM. In the model, they argued knowledge management is a social process through which tacit and explicit knowledge are transformed from one form to another, thereby creating new knowledge. To this effect, Nonaka and Takeuchi (1995) were able to identify four modes of converting knowledge. These models are briefly described below:

*Socialization process* where people acquire tacit knowledge, - which they do not have - from other people - who have the tacit knowledge. In this process, as employees interact

with both internal and external agents, they share their unique experiences and expertise, thus disseminating as well as transferring individual knowledge to other people. This leads to new knowledge creation.

*Externalization process*, where tacit knowledge is transformed into explicit knowledge, resulting in creation new concepts and ideas.

*Combination process*, where employees synthesize explicit knowledge from various channels/sources and convert the same into knowledge that is consumed by other people. For example, a recruiter will interview and assess several candidates, convert the interview notes into an interview report to help a client decide on the candidate who best suits a given role.

*Internalization process*, where individuals convert explicit knowledge into tacit knowledge. For example, by reading prescribed readings, a student can write a compendium, which constitutes new knowledge. Consequently, through the documentation process, a student can internalize what they have learned- learning by doing – hence creating and disseminating knowledge.

On the other hand, Zieba and Schivinski (2015) classified knowledge management patterns into four groups as described below.

*The network model*: knowledge acquisition, sharing, and transfer are dependent on the relationships between different actors. Therefore, the author argues that KM is a social process where individuals tap into their external networks, thus acquiring new knowledge, which is in turn shared with the individual's organization.

*Cognitive model:* where knowledge is considered as a strategic asset, which should be managed well for the benefit of the organization. Consequently, knowledge should be effectively and efficiently created, captured, shared, and applied, thereby resolving organizational problems, leading to sustainable competitive advantage.

*Community model:* knowledge is a social construct and is based on experience. It is only shared where people are committed to as well as trust each other.

*Philosophical model:* This is based on the need to question one's practice or way of doing things, hence coming up with better and effective ways to resolve existing challenges.

Ceptureanu's (2016) model categorizes knowledge management into two distinct levels: strategic and tactical. The tactical model encourages organizations to take advantage of the knowledge opportunities that arise in a given market. As a result, employees can learn, exchange, and share knowledge, thereby adding value to individuals, teams, and the organization. However, this knowledge must be contextualized to suit organizational needs, hence the strategic model of KM.

Newman and Conrad (2000) developed the General Model of Knowledge Management. This model divided KM into four areas as briefly discussed below.

*Knowledge Creation:* This factor refers to the process of integrating new knowledge into an organizations system, leading to the development, discovery, and capturing of knowledge (Gao et al., 2018).

*Knowledge Retention:* This refers to activities geared towards preserving acquired knowledge in organizational systems for easy retrieval and use to drive organizational objectives. It also has to do with constant review of existing knowledge to maintain its viability and reliance in a constantly changing business environment (Zieba & Schivinski, 2015)).

*Knowledge Transfer:* This encompasses the various activities involved in the transmission of knowledge from one person or group to another. The process focuses on how knowledge is communicated, translated, converted, filtered, and rendered (Gao et al., 2018).

*Knowledge Utilization:* This is the practical application of knowledge to business processes (Passakonjaras & Hartijasti, 2019).

This study adopted the General Model of Knowledge Management. The kind of knowledge an organization had yesterday, cannot guarantee or sustain it today or tomorrow (Passakonjaras & Hartijasti, 2019). This is because, customer needs keep on changing and evolving, and hence business must be in a position to continuously create, retain, transfer and utilize knowledge. This will enable businesses continually develop value adding products and/or services, thus effectively responding to as well as effectively addressing diverse customer needs.

Moreover, it is essential to emphasize that the term KM continuously evolves, to reflect the changes and dynamic nature of the workplace (Yasir et al., 2016). This is because, unlike other tangible assets, knowledge does not diminish with use, it cannot be easily transferred not can it be confined with walls. As a result, organizational sustainability is based on a business's ability to effectively harness and utilize what it

knows while at the same time acquiring new knowledge to advance its course (Yasir et al., 2016).

This study, made use of the general model of knowledge management to demonstrate how transformational leaders motivate knowledge owners – employees - to willingly create, share, maintain and utilize both their tacit and explicit knowledge. Moreover, general model of knowledge management was used to demonstrate how transformational leaders motivate knowledge owners to commit more of their intellectual capital, time, skills, experience, and energy towards the organization, resulting in effective knowledge management practices. This will lead to the development competitive and customer centric products and services that efficiently cater to the evolving demands of a wide range of customers. This enables FOBs create, develop and maintain long term relationships with their customers (Jorgensen, 2017; Peter & Donnelly, 2019), thus guaranteeing continued success for both entities.

Consequently, customers will be motivated to purchase products and/or services from businesses that understand their needs. Moreover, satisfied customers will market the business to other potential customers. This will lead to retention of existing customers, while at the same time growing customer base. Consequently, there will be increased sales and profitability, thereby enabling a business improve its competitiveness (Tien, 2020), thus positive and superior individual, team, and organizational performance. This leads to sustainable competitive advantage which will help FOBs to not only survive, but also thrive and/or succeed in an ever-evolving business environment, thus enabling them contribute to local, regional, and global economic development.

### ***Organizational Practices as a Moderating Variable***

Organizations have their unique way of meeting their objectives. This distinctiveness is shaped by individual values, behaviors, attitudes, and beliefs. Each of these factors is briefly described below. *Values*: Park and Kim (2018) argue that organizational values influence employee performance, which in turn affects organizational sustainability. Values are philosophies that inform an individual's worldview, thereby guiding behavioral patterns (Gorenak & Ferjan, 2015). As a result, values determine how people think, carry out their tasks, and perform their duties, thus directly affecting organizational performance.

*Behavior*: Uher (2016) defines behavior as coordinated internal responses to both internal and external stimuli. Consequently, behaviors can either have a positive or negative impact on how employees carry out their duties, hence influencing organizational performance.

*Attitudes*: Yasir et al. (2016) opines that attitude is a verbal expression of an intention to act. Consequently, the author states that attitude is both a mental and/or emotionally feeling, which directs human actions. To this extent, attitude can either have a positive or negative impact on how employees carry out their duties, hence influencing organizational performance.

*Beliefs*: Beliefs are mechanisms that help human beings deal with anxiety and stress (Park & Kim, 2018).

As a valuable resource, knowledge is utilized to create a sustainable competitive advantage (Gubbins & Dooley, 2021). Nonetheless, this knowledge is gained from people's cognitive abilities, skill, beliefs, experiences insights, and worldviews (Zebal et

al., 2019). Consequently, in order to capitalize on knowledge, there is need to motivate people to willingly share what they know. This implies that knowledge creation, retention, transfer and utilization is a social activity, which is embedded in intrinsic social relationships/interactions (Sayyadi, 2019). These social interactions are defined by individual values, behaviors, attitudes, and beliefs and are a precursor to creating effective knowledge relationships.

To this extent, transformational leaders must take time to understand and realign organizational practices and experiences (Sattayaraksa & Boon-itt, 2016) with employee beliefs, attitudes values, and behaviors, leading to a shared vision and commitment, hence shared success. This study sought to find out if a transformational leader can use organizational practices and experiences to inspire employees to rise above their personal interests and willingly create, retain transfer and utilize knowledge, for the mutual benefit of both the employee/individual and the organization.

### **Relationship Between Transformational Leadership and Knowledge Management**

Researchers have studied how globalization has increased employee mobility (Braunerhjelm et al., 2020; Brymer et al., 2020; Jooss et al., 2019), hence making it increasingly challenging to attract and retain employees. On the other hand, researchers argue that globalization has led to increased cross-border trading (Siddiqui, 2017; Varghese, 2018), which provides employees with better opportunities, leading to higher employee mobility. This has resulted in the loss of valuable –tacit – knowledge, to the detriment of 21<sup>st</sup>-century organizations. To this effect, modern-day organizations are looking for leaders who can effectively consolidate and utilize both human and

organizational knowledge, to drive organizational growth and success in a turbulent business environment.

Consequently, this study sought to find out if 21<sup>st</sup>-century businesses utilize transformational leadership to leverage organizational KM practices, hence acquisition and retention of intellectual assets, which leads to a sustainable competitive advantage. (Alghazo & Al-Anazi, 2016; Ferreira, 2018) in a globalized economy.

On the other hand, a transformational leader continuously provides employees with learning opportunities, thereby increasing their knowledge and skills. Consequently, employees continually question-working ways to rethink current problems and challenges, leading to the generation of new ideas and solutions (Sattayaraksa & Boon-itt, 2016), which effectively address customer needs. This leads to customer commitment, increase in sales, and profitability thus shared success. Therefore, this study sought to find out how transformational leadership impacts learning practices and how these learnings contribute to effective knowledge management practices.

Park and Kim (2018) contends that knowledge management is more about the willingness to share, collaborate, and make the greatest use of strategic resources than it is about exercising control over what individuals know, as stated by Park and Kim (2018). To this extent, Cunningham et al. (2017) opine that sharing of knowledge relies on careful and well-thought-out leadership approaches, which promote as well as encourage a culture of knowledge sharing across an organization. This implies that knowledge sharing does not place naturally nor spontaneously.

In order to fully reap the rewards of knowledge management, leaders must consciously endeavor to create cultures and structures that foster knowledge sharing and ongoing learning. The ability of individuals to share their expertise, however, is entirely dependent on them (Nyamota, 2020). This is because employees view knowledge as a source of power. Thus, they are hesitant to openly disclose and/or freely share their perceived competitive advantage, thereby hindering knowledge sharing. Moreover, employees protect their knowledge in an attempt to promote personal interests (agency theory), hence ineffective knowledge management practices. On the other extreme, family members in a family-owned business, tend to pass on their knowledge to each other (Nwuke et al, 2020) to the exclusion of other employees. To this extent, this study will therefore, sought to find out the role of transformational leaders in motivating employees to freely and willingly generate, share, retain and apply knowledge to the benefit of both the individual and the business.

Transformational leaders can empathize, understand, and consider their follower's needs, thereby contextualizing their vision to that of their followers, hence gaining commitment and trust to both the leader and the organization. Furthermore, contextualization of a vision gives the impression that a leader genuinely and wholeheartedly understands his/her employee's motives and life's purpose (Nwuke et al, 2020). As a result, employees – both regular and family members – are intrinsically motivated to share their tacit knowledge, thereby gaining mutual respect from other employees (Robbins & Judge, 2017) as well as achieving their purpose. This leads to shared beliefs, attitudes, values, and behaviors, which empowers employees to create more knowledge, leading to a sustainable competitive edge. This study sought to find out

if contextualization of organizational vision empowers employees to create, share, retain and utilize knowledge.

Transformational leaders challenge their employee's traditions (Park & Kim, 2018), worldviews, and assumptions, thereby intellectually stimulating them to look at things differently. This encourages creativity, critical thinking, and learning (Megheirkouni, 2017) as well as innovative ways to deal with complex situations at the workplace (Park & Kim, 2018). Consequently, the employee can develop superior products and/or services that meet diverse client's needs. As a result, the employee can see that they are making a significant contribution to the creation of competitive advantage. This motivates them to share more knowledge, in the hope of achieving higher goals as well as leaving a mark in their society.

Furthermore, transformational leaders can offer emotional and empathetic support to their employees. This individualized consideration helps employees feel that since the leader is genuinely concerned about their wellbeing, they will not misuse their knowledge or use it against their interests (Tan, 2016). This creates an environment of mutual trust and collaboration, setting the stage for quality and interdependent working relationships, thereby driving knowledge sharing. Moreover, individualized consideration reduces employee anxiety and uncertainty, leading to a conducive working environment. Transformational leaders have individualized consideration that encourages followers to challenge existing beliefs and/or assumptions and explore innovative approaches to tasks. Transformational leaders shape and influence behavior, and generate different ways of thinking, encourage individuals to seek fresh solutions and opportunities to new and

existing problems through generative and exploratory thought processes (Gonnah, & Ogollah, 2016).

On the other hand, according to Chai et al. (2017), individualized consideration enables a leader to identify their follower's developmental needs, thus providing them with the necessary support to grow and develop their ideas. This leads to individual and team growth, hence organizational success.

Previous research indicates that learning happens through experimentation, communication, evaluation, and assessment (Park & Kim, 2018), leading to a change in behavior, attitude values, and beliefs, hence effective knowledge management practices. To this extent, a family-owned business should allow its employees to take risks, leading to innovation. , Innovation ensures that FOBs businesses grow faster, achieve financial success, are profitable and survive into the future (Frank et al., 2019; Harith & Samujh, 2020). As a result, FOBs will have the capacity to innovatively come up with products and/or services, which address the changing needs of different customers. Consequently, FOBs, demonstrate as well as create a unique value proposition, hence both individual and organizational success, which in turn entrenches knowledge management practices.

Mishra (2019) opines that transformational leaders should work towards changing employee's behavior and attitude, through both individualized consideration and intellectual stimulation. Consequently, transformational leaders can turn employee fear into motivation, thus boosting individual, team, and organizational performance. This leads to increased knowledge sharing, trust, and collaboration, hence the development of innovative products and/or services.

Previous studies have shown a positive relationship between collaboration and knowledge sharing. Moreover, research has shown where employees participate in the leadership and decision-making process, there are positive knowledge management practices (Mishra, 2019). As a result, individuals, teams, and organizations can create sustainable competitive advantage, hence shared success in a global and competitive market.

Nonetheless, most transformational leadership and (Nyamota, 2020) knowledge management studies have mainly focused on larger corporate organizations (Cerchione et al., 2016), which may have different characteristics from SME's (Cunningham et al., 2017). Moreover, previous KM researches, have focused on the Public Service Sector entities – such as the Taiwanese public sector (Chiu & Chen, 2016) and ministries within the Kenya Government (Josephat, & Guyo, 2017) - and manufacturing businesses (Chang & Chuang, 2011; Owino et al., 2012). To this extent, there are scarce researches and/or studies done on knowledge management practices of SMEs (Rahman et al., 2017), especially family-owned businesses in Kenya. This creates a knowledge gap, which this research intended to fill.

Moreover, knowledge management research and studies have been discussed at an organizational level, leaving a gap in how knowledge is acquired, analyzed, and shared at an individual level (Rahman et al., 2017). This creates a knowledge gap, which this research intended to fill.

## **Effective Knowledge Management Interventions**

Previous research has demonstrated that successful implementation of organizational learning, requires transformational leaders (Khan & Ismail, 2017; Pasamar et al., 2019), who can share a clear vision, thus motivating their teams to aspire for greater achievement. Such an environment is conducive for organizational learning, which positively influences knowledge management practices (Sattayaraksa & Boon-itt, 2016)

According to Naqshbandi and Jasimuddin (2018), leadership and dedication are essential for effective knowledge management techniques. In order to inspire their staff to gather, share, and distribute knowledge and so gain a lasting competitive advantage, an organization's senior leadership must promote and model the desired knowledge management approach, values, behaviors and attitudes. Furthermore, previous researches have shown a positive correlation between flexible organizational structures and effective knowledge management practices in the food industry (Abualoush et al., 2018), the manufacturing sector (Al-Sa'di. et al., 2017) and in multinational enterprises (Naqshbandi & Jasimuddin, 2018). Flexible structures promote autonomy, thereby creating a culture of commitment, collaboration, and trust (Donate & Sánchez de Pablo, 2015). As a result, staff members willingly share their knowledge, hence development of superior offerings, which effectively satisfy diverse customer needs. This leads to increased sales and profitability, leading to organizational survival in a turbulent business environment.

## **Theoretical Framework**

Osanloo, and Grant (2016) assert that a theoretical framework is a blueprint that steers any given research. On the other hand, Adom et al. (2018) opine that a theoretical framework is guided by a discipline's existing theories. As a result, both authors agree that a theoretical framework guides a researcher on the philosophical, epistemological, methodological, and analytical approaches to take while carrying out research. According to Creswell and Creswell (2018) theories helps a researcher understand different worldviews, thereby guiding their actions – topic selection, formulation of research questions, the approach to a literature review, the design, methods and methodologies, and analysis - in the research process. Additionally, a theoretical framework helps a researcher identify and contextualize formal theories into their work, hence providing a rational justification for undertaking any given research.

This research was anchored on Transformational Leadership Theory and supported by Knowledge Management Theory. This theoretical framework delved into the inter-relationship between the study's theories and concepts. The theoretical framework consists of principles, theories and generalizations, which are related to the study on the influence of transformational leadership on knowledge management practices in family-owned businesses.

Transformational Theory of Leadership James McGregor Burns is credited with developing the Transformational Theory of Leadership, in 1978. Bass (1985) opines a transformational leader motivates their followers to do more than they

initially expected to do. To this extent, according to Burns (1978), a transformational leader holds significant role and/or influence in redesigning employee values, perceptions, expectations, and aspirations, thereby causing and/or creating substantial changes and impact in both their followers and the organization. As a result, Crawford (2003) argues that transformational leadership brings about change, drives innovation, and encourages entrepreneurship. This theory has been used to study how leaders expand and alter their follower's interests, by generating awareness and acceptance of the group's shared mission and purpose (Krishnan, 2004).

Consequently, Megheirkouni (2017) noted that transformational leader stimulates and inspires their followers to develop their leadership competency, thereby enabling them to achieve superior results. Besides, this theory has been useful in explaining how a leader converts and articulates their follower's values, thereby promoting an organization's overall vision and objectives (Nwuke et al, 2020).

Transformational leadership is anchored on four (4) characteristics, namely inspirational leadership, idealized influence individualized consideration, and intellectual stimulation (Cerchione et al., 2016). TL assumes that people will follow an enthusiastic and energetic leader who ignites their passion and enthusiasm towards a shared vision.

Transformational Theory of Leadership is relevant to this study as it introduces the parameters used to evaluate intellectual stimulation, inspirational

leadership, individualized consideration and idealized influence, in the transformational leadership model. As applied to this study, the research used the four characteristics to demonstrate how a transformational leader helps employees accomplish greater objectives, through effective KM. Therefore, Transformational Theory was used in this study to explain all the predictor variables of idealized influence, individualized consideration, intellectual stimulation and inspiration motivation.

### **Knowledge Management Theory**

The Knowledge Management Theory originates from the seminal work Nonaka and Takeuchi's (1995) titled, *The Knowledge Creating Company*. In this publication, the authors argue that in an uncertain business world, knowledge stands as the primary driver of competitive edge. This is because knowledge enables a business acquire and make use of new technology, hence creation of value adding products and/or services. As a result, the business is able to effectively meet and adopt to the changing needs of a diverse customers. Consequently, a business increases its ability to compete globally (Cerchione et al. (2016), while at the same time effectively adopting to market changes, thus organizational survival and success in a turbulent business environment. Nonaka & Takeuchi also argue that knowledge constantly moves in any organization through the processes of socialization, externalization, combination and internalization (Zehrer & Leib, 2020)). Consequently, this implies that knowledge management theory is a social process, which only takes place through human interaction. As a result, for effective use of

knowledge, human beings must willingly share what they know, hence effective knowledge management practices.

On the contrary, Knowledge Management Theory, according to Pasamar (2019), fall short in comprehensively addressing the significance of science-based innovation at knowledge-intensive companies. This suggests that proponents of Knowledge Management Theory pay little attention to scientific methods and the behavior of employees who create knowledge in organizations that are founded on science and knowledge. As a result, KM theory fails to recognize how leadership in these organizations depends more on innovation that is based on science than on knowledge management. Nonetheless, the knowledge management theories emphasize the strategic and fundamental concepts that form the basis of the KM framework (Hoseini et al., 2016). This implies that knowledge management theories that they take into account organizational, people, process, and technological needs (Afriyie et al., 2019)). To this extent KM theories are continually and critically being assessed, extensively discussed, tested and retested, thereby enhancing their validity and reliability, hence they are accepted by KM scholars, researchers and practitioners.

Chiu and Chen (2016) defined KM as a process through which organizations create, capture, and leverage knowledge to enhance overall performance. Singh, (2008), defines KM as a formal process, through which an organization determines and avails beneficial information to all concerned parties, leading to innovative products and/or services. As applied to this study, the research explored if KM leads to sustainable competitive advantage, hence shared individual, team, and organizational success.

These definitions demonstrate the crucial role that KM plays in the achievement of organizational objectives, thereby creating a sustainable competitive advantage (Afriyie et al., 2019). As applied to this study, the transformative theory approach holds that the independent variable - transformational leadership - explains the dependent variable - knowledge management.

Transformational leaders increase the integration of knowledge for example through intellectual stimulation, thereby enhancing knowledge sharing capabilities (Sayyadi, 2019). On the other hand, transformational leaders create a learning environment (Pasamar et al., 2019). Such an environment motivates/encourages employees to learn from each other. As a result, employees are motivated to willingly create, share and utilize knowledge, hence effective knowledge management. Consequently, transformational leadership has a positive effect on knowledge management. The study made use of the knowledge management theory to support all the predictor variables of knowledge management practices.

According to Hoseini et al. (2016) transformational leadership theorists opines that a transformational leader has certain behavior and characteristics, which accelerate employee thinking and innovation capability, thereby enhancing both individual and organizational performance. This leads to creativity, hence the development of superior offerings that effectively satisfy the needs of diverse customers. Based on this claim, Arabrahmatipour and Mohammad-Alipour (2015) argues that a transformational leader leads employees towards self-improvement, hence superior individual and organizational performance. To this extent, the study explored the impact of TL on KM practices in family-owned businesses.

The following section presents the empirical review of the interaction between transformational leadership and knowledge management practices.

### **Empirical Review**

There has been increased focus and scholarly attention on family-owned businesses (Fries et al., 2020; Hoon et al., 2017) due to their positive impact on and contribution to the advancement of socio-economic growth and development in various nations globally. To this extent, several researches carried out globally, regionally, and locally have shown interest in family-owned businesses, transformational leadership, and knowledge management.

Globally, Chiu and Chen (2016) carried out a study of KM practices on Taiwanese public sector entities. The main objective of this research was to examine the interrelationships between knowledge management and the effectiveness of public sector organizations. The study also sought to look at the mediating effects of commitment to organizational relationships and how these impact knowledge management. The researchers used a case study approach, for both explanatory and exploratory purposes. To this extent, the researchers focused on one public utility company in Taiwan. The researchers carried out a structural equation model to test their hypothesis. Out of 302 questionnaires that were used issued, 275 responses were obtained and analyzed.

Their findings indicated that there existed a significant correlation between organizational knowledge process capabilities and organizational effectiveness. On the other hand, their research indicated that an organization's knowledge infrastructure capability has little impact on organizational effectiveness. Even though the study

focused on public sector, its findings are relevant to this study. This is because, the positive correlation between organizational knowledge process capabilities and organizational effectiveness implies that KM positively impacts individual, team and organizational performance, hence shared success. Nonetheless, this study focused on the public sector, which is contextually different from FOBs.

Josephat and Guyo (2017) carried out a study of KM practices on Kenyan Government ministries. Their research's main objective was to examine the relationship between KM practice and public service sector performance. The study adopted a descriptive research design. The researchers used a simple random sampling technique to identify the target population of 20 ministries. The results of the study suggested a significant correlation between the adoption of effective knowledge management practices in Kenyan government ministries and improved performance/service delivery. These findings are important to this study as they demonstrate that KM positively impacts organizational performance. Nonetheless, the study was based on public service organizations, which are contextually different from FOBs.

Mokgolo et al. (2012) conducted an investigation into the practices of TL in the South African public service. The research's primary objective was to determine if TL has a positive influence between leaders and employees' relationship as well as their job performance and satisfaction. Data collected from 1,500 public sector employees was analyzed and measured using the leadership acceptance scale, multifactor leadership questionnaires, job satisfaction, and performance surveys. The study concluded that TL positively correlates with employee acceptance of leadership, job satisfaction, and overall performance. This findings are important to this study as they demonstrate that TL

positively impacts KM, hence better individual and organizational performance of an organization. Nonetheless, the study primarily focused on the public service, which is contextually different from FOBs.

On the other hand, a research carried out by Afriyie et al. (2019) concluded that transformational leadership plays a critical and/or vital role in the growth of SMEs in Ghana. Moreover, a study carried out in Kenya by Maina and Gichinga (2018) concluded that transformational leadership positively affects performance of steel manufacturing companies in the Coast region. These findings are relevant to this study as they demonstrate that TL significantly contributes to the growth of SMEs and positive organizational performance. Nonetheless, these studies did not specifically investigate the influence of transformational leadership on family-owned businesses in Kenya, thus creating a gap in knowledge in this area

Hoon et al. (2017) carried out a study aimed at examining the various factors that impact knowledge management activities within manufacturing firms and how these activities contribute to overall business performance. The researchers used an empirical study approach to test data from 135 manufacturing businesses. Their findings indicated that knowledge management activities directly impact organizational performance, hence their significance to this study. Nonetheless, Chang and Chuang (2011) study focused on manufacturing firms.

In their research, Owino et al. (2012) conducted a study that examined the institutionalization of knowledge management (KM) in manufacturing firms in Kenya. The study aimed at examining factors that influence institutionalization of KM in

manufacturing businesses in Kenya as well as challenges that manufacturing firm's face in their attempt to institutionalize KM practices. The researchers utilized a cross-sectional descriptive survey design and employed stratified random sampling to identify the target population. Primary data was collected through the use of questionnaires. The study achieved a 64% response rate, and established that organizational practices have a greater impact on the institutionalization of KM practices in manufacturing businesses more than technological infrastructure. This finding demonstrates that organizational practices and experiences significantly impact knowledge management, hence their positive contribution to this study. However, this study focused on manufacturing businesses.

Hagmann and Gillman (2017) carried out a study on the future of knowledge management in large development programs and organizations in East and Southern Africa. The study's main goal was identifying knowledge management frameworks in large corporate organizations. The study used the action learning experiment approach to enable the researchers to gain in-depth knowledge on how to make use of systematic learning to improve KM practices in large development programs and projects. The study concluded that KM practices and organizational development are continuous processes, which if utilized well lead to effective utilization of knowledge, hence strong leadership and improved organizational effectiveness. This finding holds significance for the current research as it showcases the correlation between KM and leadership. However, despite illustrating the impact of KM on organizational performance, the study primarily focused on large corporations rather than family-owned businesses.

Bharadwaj et al. (2015) conducted an investigation regarding the influence/impact of Knowledge Management Capabilities on Knowledge Management Effectiveness in Indian Organizations. The study's main objective was to explore how large Indian businesses exploit their KM capabilities to drive effective knowledge management practices. Utilizing a structural equation model, data from 156 organizations were analyzed. The findings of the study indicated that organizational processes and infrastructure capabilities have a positive influence on the effectiveness of KM practices in organizations. This study provides insights into how businesses utilize their KM experiences and strategies to foster efficient KM practices and, consequently, enhance organizational effectiveness. However, even though the research demonstrated the influence of KM on organizational performance, it was skewed towards large companies, which are structurally different from FOBs

Gabriel and Bitsch, (2019) carried out a study impact of succession planning on FOBs. The primary aim of these researchers was to evaluate the effect of succession planning on various facets of business operations within horticultural retail businesses in Germany. The study employed a participatory approach and utilized the Vester sensitivity model to identify key variables associated with succession planning in FOBs. Nonetheless, despite recognizing that succession planning plays a critical role in the survival and/or continuity of FOBs, the study did not explore how transformational leadership and knowledge management can be used to put in place effective succession management, which would ensure FOBs survive in a turbulent business environment. This research, therefore, sought to find out if TL and KM can be used to put in place

effective succession management plans to ensure survival of FOBs beyond the founder's tenure.

Karim (2014) conducted a study investigating the impact of succession management on FOBs. The primary aim of the research was to gain a comprehensive understanding of the significance, advantages, and process of succession management within FOBs.

The research findings concluded that succession planning plays a critical role in guaranteeing the existence and continuity of FOBs, particularly in the event of the founder/CEO's departure, hence its importance to this research. Nonetheless, even though succession planning is a critical for the survival of FOBs, the study did not explore how various leadership models/theories and knowledge management can be used to put in place effective succession management, which would ensure FOBs survive in a turbulent business environment.

Additionally, previous studies on family-owned businesses have focused on succession planning conflict and conflict resolution (Caputo et al., 2018; Pieper et al., 2013; Qiu & Freel, 2020) and performance and behavior (Memili, 2018). These studies concluded FOBs can make use of various conflict resolution mechanisms – such as avoidance, use of a third party, setting up of governance structure - to resolve conflict before they get out of hand. Nonetheless, these studies did not explore how transformational leadership and knowledge management can be used to resolve conflicts as well as drive positive performance in FOBs. As a result, gaps exist on how FBO's can make use of transformational leadership and knowledge management to resolve

challenges facing them. To this extent, this research aimed to address the existing knowledge gap.

Afriyie et al. (2019) conducted a study that aimed at exploring how TL impacts the innovation and marketing performance of SMEs in Ghana. The main objective of the study was to explore the extent to which TL affects innovation and marketing performance, thereby contributing to the growth and development of SMEs in Ghana. The researchers collected data through a cross-sectional survey and employed qualitative methodologies to test their hypotheses. In these organizations, leaders encouraged innovation by challenging their employees identify new ways/perspectives to deal with existing challenges. Moreover, the leaders encouraged their employees to take risks, leading to innovative product and/or services, hence higher sales, profitability and customer satisfaction levels. To this extent, the research concluded that innovation positively impacts marketing performance. Moreover, the study revealed that TL acts as a moderating factor in the relationship between marketing performance and innovation. To this extent, these research positively contributes to this study as it demonstrates that TL positively impacts KM which drive innovation and organizational performance. While the research focused on SMEs, it was carried out in Ghana, which is geographically, politically, economically, and socially different from Kenya, hence a knowledge gap.

In their study, Maina and Gichinga (2018) conducted a research aimed at investigating the impact of TL on the overall performance of steel manufacturing firms located in the coastal region. The primary objective of this study was to evaluate how TL influences the performance outcomes of steel manufacturers in the coastal area. A descriptive study design was adopted, where a combination of descriptive and inferential

statistics were employed to analyze the collected data. To gather relevant information, a set of semi-structured questionnaires were administered to 59 leaders holding senior-level positions in these companies. The results of the research indicated a strong and positive correlation between performance of an organization and idealized influence. The researchers argue that through idealized influence, transformational leaders are able to model the desired behaviors, thereby motivating their employees willingly accept change.

As result, employees are willing to take on new challenges, leading to superior individual, team and organizational performance. In addition, the findings indicated that intellectual stimulation positively impacts organizational performance. Through intellectual stimulation, leaders are able to challenge their staff to reexamine their assumption and worldviews, leading to new ways of thinking and solving problems. This continuous search for new knowledge leads to increased learning, thus creative ways to resolve both organizational and customer challenges. This leads to superior individual, team and organizational performance. This research holds significance to the current study as it demonstrates how TL increases individual and organizational learning capacity, leading to effective KM practices. Nonetheless, even though the study focuses on the impact on TL, it was skewed towards manufacturing companies, which are operationally different from FOBs. This creates a knowledge gap.

Table 2.1 below summarized the empirical literature review:

**Table 2. 1 Summary of literature review**

| <i>Author (s)</i>      | <i>Study</i>                                                                                                                                               | <i>Objectives</i>                                                                                                                                 | <i>Methodology</i>                                                                                                                                       | <i>Findings</i>                                                                                                                                                                                                                             | <i>Gaps</i>                                                                                                                                                                                                                                                                        |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chiu & Chen (2016)     | The study of knowledge management capability and organizational effectiveness in Taiwanese public utility: the mediator role of organizational commitment. | To determine the interrelationships between knowledge management and the effectiveness of public sector organizations.                            | Used a case study approach, for both explanatory and exploratory purposes. Researchers carried out a structural equation model to test their hypothesis. | There is a significant correlation between organizational knowledge process capabilities and organizational effectiveness. An organization's knowledge infrastructure capability has little impact on the effectiveness of an organization. | The research concluded that there is a positive relationship between KM processes and the effectiveness of an organization.<br><br>However, the research did not specifically examine the link between KM processes and the effectiveness KM practices in family-owned businesses. |
| Josephat & Guyo (2017) | Knowledge Management Practices and Performance of National Government Ministries in Kenya                                                                  | To examine the relationship between KM practice and performance in the public service sector. The study focused on government ministries in Kenya | The study adopted a descriptive research design. A simple random sampling technique was used to identify a target population of 20 ministries            | Adoption of effective knowledge management practices in Kenyan government ministries has led to improved performance/service delivery.                                                                                                      | The study did not demonstrate how effective KM management practices can lead to improved performance/service delivery in FOBs.<br><br>Moreover, the study was biased towards KM in public service organizations, which are different from FOBs.                                    |
| Mokgolo et al. (2012)  | Transformational leadership in the South African public service after the April 2009 national elections                                                    | To determine if TL has a positive impact on the relationship between leaders and employees as well as job performance and satisfaction.           | The study sampled 1,500 public sector employees. Leadership acceptance scale, multifactor                                                                | TL positively correlates with employee acceptance of leadership, job satisfaction, and overall performance.                                                                                                                                 | While the study demonstrated the positive impact of TL on employee acceptance of leadership, job satisfaction, and overall performance in, it was                                                                                                                                  |

|                          |                                                                                                                                          |                                                                                              |                                                                                                                                                                                |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          |                                                                                                                                          |                                                                                              | leadership questioners, job satisfaction, and performance surveys were used to measure responses.                                                                              |                                                                                                                                                                                                             | skewed towards public service organizations, which are different from FOBs                                                                                                                                                                                                                                                                           |
| Hagmann & Gillman (2017) | The future of knowledge management in large development programs and organizations; Lessons from a large-scale institutional experiment. | To determine knowledge management framework in large corporate organizations.                | Action learning experiment approach to enable in-depth knowledge on how to make use of systematic learning to improve KM practices in large development programs and projects. | KM practices and organizational development are a continuous process, which if utilized well lead to effective utilization of knowledge, hence strong leadership and improved organizational effectiveness. | While the study demonstrated that KM practices and organizational development lead to knowledge sharing, strong leadership and improved organizational effectiveness, the researchers did not look at how KM practices and organizational development lead to knowledge sharing, strong leadership and improved organizational effectiveness in FOBs |
| Bharadwaj et al. (2015)  | Impact of Knowledge Management Capabilities on Knowledge Management Effectiveness in Indian Organizations.                               | To explore how KM capabilities impact knowledge effectiveness in large Indian organizations. | Used a structural equation model to analyze data collected from 156 organizations.                                                                                             | Organizational processes and infrastructure capabilities positively improve the effectiveness of KM practices in                                                                                            | The study focused on large corporate entities which are structurally different from FOBs. The study did not look at how organizational process and infrastructure capabilities can improve the effectiveness of KM practices in FOBs.                                                                                                                |

|                          |                                                                                                                     |                                                                                                                  |                                                                                                                                                                                                                                 |                                                                                                                               |                                                                                                                                   |
|--------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
|                          |                                                                                                                     |                                                                                                                  |                                                                                                                                                                                                                                 | organizations.                                                                                                                | Moreover, the study was conducted in India, which is geographically, politically, economically, and socially different from Kenya |
| Chang & Chuang (2011)    | Factors influencing the activity of knowledge management for performance of manufacturing firms.                    | To analyze factors that influence knowledge management activities, thereby enhancing organizational performance. | Empirical research to test and support the hypothesis.                                                                                                                                                                          | Knowledge management activities directly impact organizational performance.                                                   | The study focused on manufacturing businesses and did not relate the relationship between KM practices and FOB's performance.     |
| Owino et al. (2012)      | Institutionalization of Knowledge Management in Manufacturing Enterprises in Kenya: A Case of Selected Enterprises. | To examine factors that influence institutionalization KM in manufacturing businesses in Kenya.                  | Adopted a cross-sectional descriptive survey methodology, the research employed stratified random sampling techniques to identify the target population. Primary data was gathered through the use of structured questionnaires | Organizational practices have a significant influence on KM, organizational practices more than technological infrastructure. | The study focused on manufacturing businesses and did not relate the relationship between KM practices and FOB's performance.     |
| Gabriel & Bitsch, (2019) | Impacts of succession in a family business: A systemic approach for understanding                                   | To analyze the dynamic effects of intra-family succession on various                                             | Adopted a system analysis using a participatory approach. The                                                                                                                                                                   | Ineffective succession management negatively impacts multiple business areas in FBOs.                                         | The study did not tackle the issue of how leadership and KM can be used to drive                                                  |

|                         |                                                                                                    |                                                                                                                                |                                                                                                                                                        |                                                                                                                                                                     |                                                                                                                                                                                                                      |
|-------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | dynamic effects in horticultural retail companies in Germany.                                      | business areas in FOBs.                                                                                                        | Vester sensitivity model was used to identify key variables related to succession planning in FOBs.                                                    |                                                                                                                                                                     | effective succession planning practices in FOBs.                                                                                                                                                                     |
| Karim (2014)            | Succession Management and its impact on Family Business.                                           | To study the importance, benefits, and process of succession management in FOBs.                                               | Not indicated.                                                                                                                                         | Succession planning plays a critical role in ensuring the existence and continuity of FOBs, should the founder/CEO depart suddenly.                                 | The study did not address the issue of how leadership and KM can be used to drive effective succession planning practices in FOBs.                                                                                   |
| Afriyie et al. (2019)   | Innovation and marketing performance of SMEs in an emerging economy: the moderating effect of TL.  | To investigate the extent to which TL influences innovation and marketing performance, hence the development of SMEs in Ghana. | A cross-sectional survey was used to collect data. Qualitative methodologies were used to test the hypothesis.                                         | Innovation positively impacts marketing performance. TL has a moderating effect on the relationship between marketing performance and innovation.                   | While the study showed that TL positively impacts innovation and marketing performance, it was carried out in Ghana, which is geographically, politically, economically, and socially different from Kenya.          |
| Maina & Gichinga (2018) | Effect of TL on organizational performance of steel manufacturing companies in the coastal region. | To assess the effect of TL on the performance of steel manufactures in the coastal region.                                     | The study adopted a descriptive study design, where descriptive and inferential statistics were used to analyze data. Semi-structured questioners were | There is a positive correlation between organizational performance and idealized influence. Intellectual stimulation positively impacts organizational performance. | While the study concluded that idealized influence and intellectual stimulation positively impacts organizational performance it was biased towards steel manufacturing companies, which are operationally different |

used to collect  
data from 59  
senior-level  
leaders.

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from FOBs.

## **Conceptual Framework**

A conceptual framework is a “logical structure, which researchers use to explain the natural progression of a phenomenon to be studied” (Adom Hussein, & Adu-Agyem, 2018 p. 439). Besides, Osanloo and Grant (2016, p.17) opine that a conceptual framework “offers a rational structure of interconnected ideas, thereby providing a visual picture of how different concepts in given research relate to each other within the theoretical framework”. This implies that a conceptual framework demonstrates how a researcher understands the problem at hand, defines concepts within the problem, and outlines the specific approach that the researcher took while tackling the problem.

Creswell and Creswell (2018) argues that a conceptual framework specifies the relationship among variables, thereby enabling a researcher to describe or forecast phenomena that transpire in the world. Therefore, it is a visual representation, of the relationship and connection between ideas and concepts.

Figure 2.1 shows the conceptual framework.

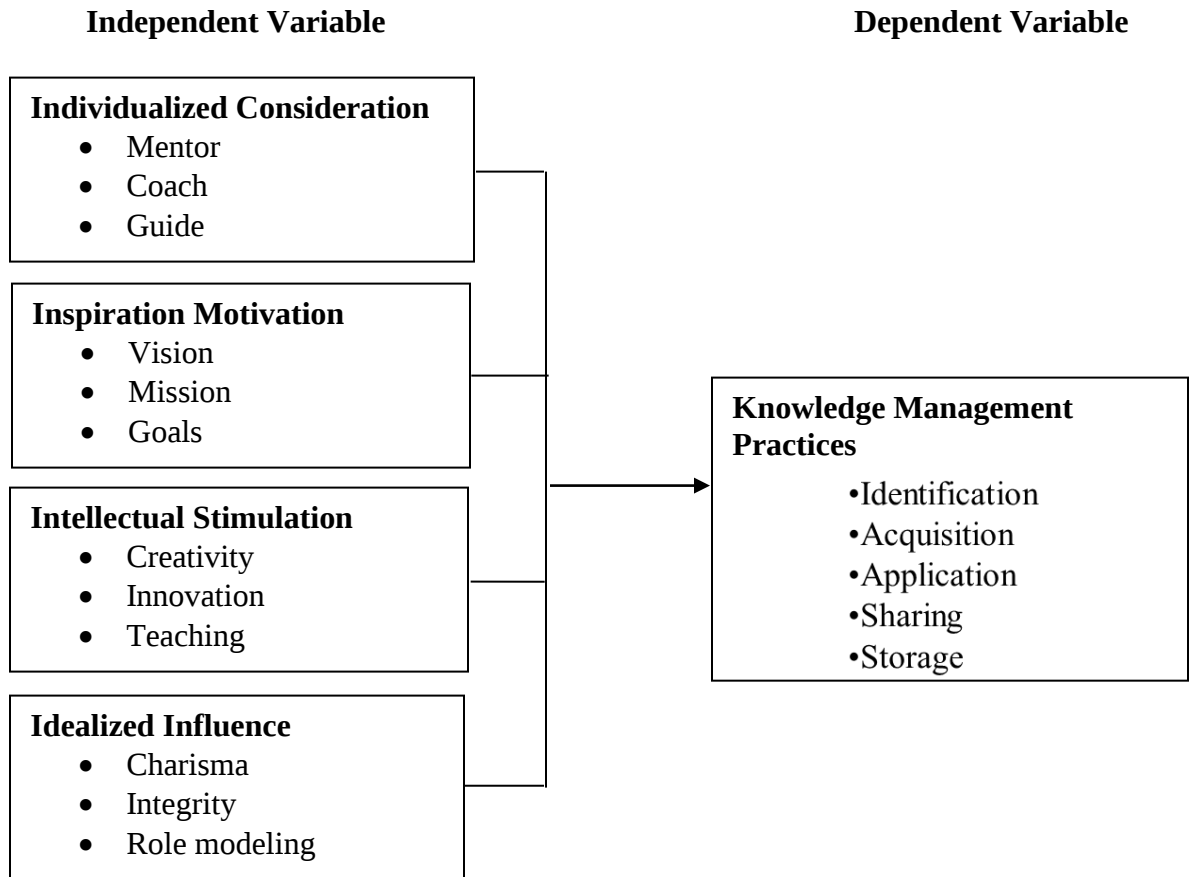


Figure 2. 2: Conceptual Framework

Source: Author, 2024

The figure above demonstrates the relationship between TL and KM practices. This is done by showing how different variables relate to and influence one another as explained hereby:

A variable is a trait or factor that exists in differing amounts. Independent variable: An independent variable influences or affects an outcome (Creswell & Creswell, 2018; Creswell, 2014). In this research, the independent variable was transformational leadership. This variable was anchored on four indicators namely,

inspirational leadership, intellectual stimulation, individualized consideration and idealized influence.

Dependent variable: Dependent variables are the outcomes of a study, which are influenced by the independent variables (Creswell & Creswell, 2018; Creswell, 2014). In this study, the dependent variable was knowledge management. This variable was anchored on five indicators namely, identification, acquisition, sharing, application, and storage of knowledge.

From this conceptual framework, the research attempted to demonstrate how transformational leadership and its main indicators affect knowledge management and its main indicators.

### **Chapter Summary**

Leadership is a useful tool for changing employee behavior. Leadership scholars believe that leadership – and particularly transformational leadership – has a significant impact on fostering employee commitment and/or dedication towards their organization. To this extent, and in line with previous studies, this literature review shows that a transformational leadership encourages followers to explore – create – and exploit – store, transfer, and apply- KM practices. As a result, an organization can effectively harness its knowledge capabilities to foster the development of groundbreaking products and/or services, thereby establishing a long-lasting competitive edge.

Transformational leadership concepts were discussed as an independent variable in the study. This was done through the four parameters: inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration. Moreover, an overview of how family businesses contribute to economic growth both globally and in Kenya was deliberated in this chapter. This literature review examined the correlation between TL and KM practices through a conceptual framework. Finally, the chapter identified gaps in the existing literature and subsequently suggested methods to address and bridge these gaps, hence contributing to existing knowledge.

From empirical evidence as discussed, this study endeavored to contribute to the limited research, on the influence of TL on KM practices in FOBs in Kenya. Moreover, the study will help leaders and employees of in FOBs identify and capitalize on their distinct input and/or contribution towards knowledge development. This will in turn inspire as well as encourage them to share their tacit knowledge, hence individual, team, and organizational development. Additionally, the study is an endeavor to help family-owned businesses seek out and engage transformational leaders, who will in turn put in place tailor-made KM practices. Consequently, FOBs will make use of knowledge to come up with offerings that meet the needs of diverse clients, creating sustainable competitive advantages in a dynamic and globalized environment. Additionally, this study will make a contribution to the existing literature on TL and KM practices.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **Introduction**

This chapter describe the research design and methodology undertaken to achieve the study's objectives. It also highlights the population to be studied, sampling design, data types, data collection procedures, pre-testing of instrument, and the data analysis plan. The section also provided ethical considerations for this study as well as a summary of the chapter.

#### **Research Philosophy**

Philosophy is the lens through which a researcher approaches the study problem (Mimura, 2017). Positivism and interpretivist philosophies of research are the two most prevalent approaches. According to positivists, there is a single, objective reality that can be impartially viewed and assessed using standardized tools (Mimura, 2017). While acknowledging the existence of reality, interpretivists contend that it cannot be directly measured and that instead, it is viewed by individuals via lenses based on their prior knowledge, expectations, and experiences (Afsar & Badir, 2017). Therefore, the study was underpinned on interpretivist philosophy which analyses events in society based on the specific value-system of the society or culture they occur in. As a result, it is most acceptable to use a deductive technique to conduct a qualitative investigation (Afsar & Badir 2017). In view of this, qualitative data was gathered for this project to answer the research questions.

## **Research Design**

Knowledge creation, retention, transfer and utilization is a social activity, which is embedded in intrinsic social relationships/interactions (Sayyadi, 2019) which are influenced by a shared environment. To this extent, to understand human motives, behaviors and actions, researchers argue that it is important to understand how people view the world around them (Chowdhury, 2014; Kivunja & Kuyini, 2017; Willis, 2007) and how this impacts their interpretation of leadership and knowledge management. Consequently, this study was anchored on the interpretivism worldview. This approach enabled the research to identify and understand how employees and their leaders interpret phenomenon (Creswell, 2014) – in this case, transformational leadership and knowledge management practices - based on their unique social context.

The researcher used a qualitative research design based on interpretivist approach. Creswell and Creswell (2018) opine that qualitative research is rooted in anthropology and sociology. These two disciplines aim to understand people and culture. To this extent, qualitative research is “an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem” (Kamal, 2019, p. 1387). This implies that qualitative research aims to find out how people assign meaning and describe their unique experiences and how these meanings and descriptions shape individual and cultural worldviews. Therefore, participants were expected to give their views based on their experience and context.

Qualitative research differs from quantitative research in terms of the type of data analysis conducted. While quantitative research focuses on analyzing numerical data, qualitative research involves the analysis of data in the form of words. To this extent, Abdulkareem et al. (2018) opine that qualitative research seeks to interpret people's experiences, thereby bringing forth practices, opinions, and concerns held by people sharing the same phenomenon. As a result, to collect data, the researcher interacts with and becomes part of the participants, thus interpreting meanings and experiences from the participant's shared experiences.

Moreover, unlike quantitative research, which measures numbers and reports findings in statistical terms – using graphs, pie charts, and numerical values, qualitative research aims to understand a phenomenon based a unique context and report findings through participants' experiences and interpretation of the word (Creswell, 2014; Golafshani, 2003). This implies that data in qualitative research is not quantifiable but rather relies on inferred and intuitive knowledge, hence capturing the wealth of human experience (adapted from Coyle & Tickoo, 2007).

When studying and/or trying to understand human emotions and experiences, scholars propose the use of a phenomenological approach (Neubauer et al., 2019; Worthington, 2013). Phenomenology studies experience from an individual's perspective. On the other hand, Lester (1999) opines that phenomenological methods highlight the significance of individual viewpoint and interpretation of their world, thereby helping a researcher understand and describe how people are motivated to act and behave in a certain manner. Consequently, a phenomenological approach enabled the researcher to closely capture respondent's experiences within the unique context within

which they experience TL and KM practices. This implies that through a phenomenological approach, the researcher was able to effectively shed light on how TL impacts KM practices as perceived by leaders and employees working in FOBs. Moreover, phenomenology enabled the researcher to understand important meanings attached to organizational life (Saunders et al., 2009). To this extent, to be able to gather in-depth and quality data, this phenomenological study made use of interviews and open-ended questioners. As a result, the researcher is an integral part of the study, hence a better understanding and explanation of what is going on.

### **Study Population**

A population can be described as a group of people who share certain characteristics that the research would like to study (Adapted from Allen, 2017). To help a researcher carry out in depth analysis, qualitative research makes use of small samples sizes (Vasileiou et al., 2018). This is done to avoid saturation – the point where collecting additional data does not provide fresh insights/new information, hence no new significant information is acquired (Creswell & Creswell, 2018; Etikan, 2016; Vasileiou et al., 2018).

In qualitative research, researchers use saturation to determine sample size (Hennink et al., 2019). However, there are no clear guidelines on how to determine saturation and sample sizes (Hennink et al., 2019; Francis et al., 2010). Nonetheless, researchers have given their views on how to determine saturation and ample sample size in qualitative research (Francis et al., 2010; Hennink et al., 2019; Hagaman & Wutich, 2017). For example, to achieve saturation, Hagaman and Wutich (2017)

indicated that a researcher requires sample sizes of between 20 to 40 interviews. On the other hand, by his 17th interview, Francis et al (2010) had reached saturation, where he could not gather any new information/themes by conducting additional interviews. Moreover, while carrying out interviews with 60 participants in West Africa, Guest et al (2006) reached saturation by the 12th interview.

The study population was all the 144 staff members of Tumaini Gardens and English Press Limited (Tumaini Gardens - 42 employees; while English Press Limited -102 employees). The population comprised of senior leadership, middle-level managers, supervisors, junior and operational staff stratified as follows: senior leadership (3), middle-level managers (4), supervisors (17), junior and operational staff (120). Stratified sampling was used in this study to ensure that every employee's category is properly represented in the sample (Hagaman & Wutich, 2017).

These job cadres have been selected to enable the researcher to identify similar as well as divergent views of different job grades, hence a better understanding of the shared phenomenon within the organization. Data collected from junior and operational staff provided useful information to corroborate what was obtained from their leaders. The researcher made arrangements to interview each cadre on different days, to allow for the collation of data. Table 3.1 provides a summary of the study population based on employee grade.

***Table 3. 1 Target Population***

| <i>Category of staff</i> | <i>Target Population</i> |
|--------------------------|--------------------------|
| Senior leadership        | 3                        |

|                       |            |
|-----------------------|------------|
| Middle-level managers | 4          |
| Supervisors           | 17         |
| Operational staff     | 120        |
| <i>Total</i>          | <i>144</i> |

Source: Author, 2024

### Sample Size

A sample is a small group of individuals who are drawn from a larger population (Best & Kahn, 2006). A sample represents people from a bigger population to be studied. Sampling is done when a population is made up of too many participants who cannot all be included in a study (Majid, 2018). Qualitative researchers agree that adequate sample sizes are needed to ensure quality in research findings (Mocănașu, 2020). Nonetheless, there is no consensus on proper sample size (Mocănașu, 2020). Therefore, Dworkin (2012) and Mason (2010) opines that saturation can be useful in determining the appropriate sample size. Nonetheless, Creswell (1998) as cited by Omona, (2013) suggested that phenomenological research, a researcher should interview at least 10 people. This study, therefore, out of the targeted 144 participants, the researcher sought qualitative data from at least 17% (24 participants) of the target population. This was informed by Mugenda and Mugenda (2013) who observed that a sample size between 10% -30% of the target population is a good representation. This sample was distributed as follows: Senior leadership (2%); Middle-level managers (3%); Supervisors (4%); and Operational staff (8%) (Table 3.0). Further, the remaining respondents (120) participated in questionnaire (closed-ended questions) for quantitative data.

**Table 3. 2: Sample Size**

| <i>Category of staff</i> | <i>Study sample</i> |
|--------------------------|---------------------|
| Senior leadership        | 3                   |

|                          |           |
|--------------------------|-----------|
| Middle-level managers    | 4         |
| Supervisors              | 6         |
| Operational/junior staff | 12        |
| <i>Total</i>             | <i>24</i> |

### **Sampling Method**

Purposive sampling was used in this study. This is because, despite of their significance in driving the Kenyan economy and providing the biggest source of employment opportunities in Kenya, (Kenya National Chamber of Commerce and Industry, 2018; Muriithi & Muigai, 2020), there is limited official information about FOBs in Kenya.

Purposive sampling was applied to select two FOBs namely Tumaini Gardens and English Press Limited based on two parameters: (i) the two organisations are family owned and (ii) they have been in operation for over 10 years. English Press Limited is a company that was founded in 1942. The company provides printing solutions to different clients. Located at Enterprise Road Nairobi County, the organization provides services such as pre-press, printing, finishing, packaging and logistics solutions. Over the course of its impressive 80-year journey, English Press Limited has emerged as the largest ISO certified offset print house in the entire continent (English Press, 2022). The business has a total staff compliment of about 500 employees. Tumaini Gardens is a luxury hotel that prides itself in providing comprehensive but tailor-made hospitality solutions. The hotel is ideal for family and friends gateways, business meetings and events. The company is located on Nairobi-Namanga road, Isinya, Kajiado, County. Tumaini has a total staff compliment of about 50 employees.

These two organizations were selected through purposive sampling, where the study recruited and engaged employees who could provide in-depth information on the phenomenon being investigated/studied. Etikan (2016) opines that in purposive sampling, a researcher deliberately chooses participants to a study based on shared qualities. Moreover, Vasileiou et al. (2018) argues that samples in qualitative research are smaller to “support the depth of case-oriented analysis that is fundamental to this mode of inquiry (pg. 2).

The researcher assumed that employees in these two organizations who are in the same job grade share similar qualities, experience, and knowledge, hence would provide great insights as to how different job grades experience shared phenomenon – TL and KM. Moreover, the researcher assumed that they will not have access to the names of different people at different carders (Creswell & Creswell, 2018). The study used purposive sampling to select the sample based on job position/role and years worked for the organisation (tenure). This is because each of these categories (senior leadership, middle-level managers, supervisors & operational staff) played distinct roles but at the same time interacting towards a common goal organisational goal. Therefore, by focusing on job positions/roles and tenure of the respondents, guaranteed relevant information to the phenomenon under investigation (Vasileiou et al., 2018, p. 2).

However, in case those selected to take part in the study were preoccupied with work-related assignments; the researcher scheduled interviews until such a time when the respondents were available. Furthermore, the chosen sample was stratified to include both female and male employees as well as staff from different job grades - senior

leadership, middle-level managers, supervisors, and operational staff. In spite of the saturation principle, the researcher aimed to collect data from entire sample size.

### **Types of Data**

Qualitative as well as quantitative data was used for this study. Qualitative data makes use of words while quantitative uses numbers (Creswell & Creswell, 2018). The researcher used in-depth interviews to collect primary data. From the in-depth interviews, the researcher extracted phrases, sentences or themes that pertain to the shared meaning and/or experiences. The researcher as well collected secondary data by reviewing documents such as manual policies and procedures to determine if these documents provide guidelines on how knowledge is to be shared.

### **Data Collection Methods**

In this study, data was collected through interview guides (for qualitative data) and closed-ended questionnaires (for quantitative data). Interviews allows for longer and in-depth interaction (Weller et al., 2018), hence collecting many useful data. Moreover, face to face interviews can yield rich data (Silverman, 2006), higher cooperation and lower refusal rates. This is because the interviewer was present during data collection and clarified issues, hence increasing data quality and credibility. The key reason for selecting the interview guide for this study was that it made it simpler to evaluate every applicant uniformly, hence lowering the possibility of bias in the interview process. On the other hand, this design was selected as it focused on perception, understanding and experiences of employees and leaders on transformational leadership and knowledge management (Creswell, 2014).

Nonetheless, interviews were time-consuming and quite expensive, as the researcher had to move from one venue to another. Data was collected until the point of saturation, where no new information could be obtained from further interviews.

### **Data Collection Procedures**

Data collection was carried out in 3 phases, namely pre-field work, pilot testing, and administration of interview guides as well as closed-ended questionnaire. Pre-field work was characterized by reviewing and identifying gaps in related studies. This phase also involved the definition of concepts used in the study. The pilot testing stage involved testing the effectiveness of research tools. From this phase, the researcher interpreted the findings from the pilot stage and use the data to fine-tune the research tools. In addition, at this stage, the researcher finalized all logistical issues related to data collection. The final phase involved data collection. This was done through the distribution of questionnaires to the research participants. Particularly, structured questionnaires with closed ended questions was used to collect quantitative data from the junior/operational staff. The questionnaire distribution was done physically at the study area. Questionnaire was ideal for this category because the participants in this category were many (120 participants). The choice for a questionnaire was informed by the fact that they are simple to administer, guarantees anonymity which encourages candid responses to delicate issues, and impartiality resulting in accurate and reliable data (Creswell, 2014); and saves on time (Weller et al., 2018).

To make a follow up on the questionnaire survey, the study conducted in-depth interviews with the senior leadership (3 participants), middle level managers (4 participants), supervisors (6 participants) as well as operational/junior staff (12 participants) as key informants. This was achieved by setting follow-up questions using an interview guide. The choice for this three categories was to support the questionnaire responses from an expert's opinion. Senior leadership and middle level managers set the organisations agenda while supervisors interact with other employees across the organisations and therefore, they possessed extra information relevant to the study. The choice for the interview was to give the key informants (senior leadership, supervisors) an opportunity to provide more thorough input to the topic (Silverman, 2006). The researcher requested the participants to describe their understanding of transformational leadership and knowledge management. From these responses, the researcher probed further to understand the leadership practice in the organization and how this affects the acquisition, sharing, storage, and utilization of knowledge in the organization.

Besides, the researcher also recorded what they saw, heard, thought, and experienced while collecting data. These field notes were used to reflect on the responses given as well as identify areas that require further probing. Moreover, the researcher compared the notes with the research findings, hence increasing the validity of the research process.

### **Instrument Pre-testing**

The interview guide and questionnaire were pretested with about five participants. This number helped the researcher gain some preliminary experience in using the data collection tool as well as estimated time needed to collect the data. Moreover, the 5 participants helped the researcher identify the saturation point, where additional data did not lead to new ideas. From their feedback, the researcher refined the questions before rolling out the survey. Once this was done, the researcher sent a personalized letter to each of the participants. The letters first thanked them for agreeing to participate in the survey. Secondly, the letter indicated a proposed date, time, and venue for the interview. The letter requested the participants to confirm their availability on the proposed day and time or propose another day and time which was convenient for the respondent. The collection of the data took 8 weeks, more than the 4 weeks proposed.

### **Reliability of Research Instrument**

Reliability test was conducted to test the degree to which the questionnaire yields consistent results and thus capable of collecting credible data from the field (Blanchard, 2018). This was achieved by administering the same questionnaire more than once to the same group, a method referred to as test-retest (Blanchard, 2018). A Likert scale was created with 5 questions on 5-point Likert items ranging from "strongly disagree" to "strongly agree" in order to determine whether the questions used for the questionnaire accurately measured the same latent variable. The tool was administered on twelve people (10% of sample size - 120) for the Cronbach's

alpha test. The process was repeated and the scores from Time 1 and Time 2 were correlated in order to evaluate the test for stability over time. The reliable value that was acceptable is 0.7 (Blanchard, 2018).

Cronbach's alpha was 0.868 which signified a high dependability of the research instrument. The outcomes demonstrated a high degree of internal consistency for the research tool used in this study.

### **Validity of Research Instrument**

According to Rossiter (2018), validity is the extent to which units of measurements give a true measure of what they are supposed to measure. For this study, content validity was tested to ensure that the questionnaire collected accurate data from the field. Content validity is the degree to which elements of an assessment instrument are relevant to a representative of the targeted construct for a particular assessment purpose (Rossiter, 2018). This was achieved through the use of closed-ended questions which ensured the research instrument covered all relevant parts of the topic it aimed to measure (Rossiter, 2018), thereby providing a comprehensive understanding of the phenomena (Blanchard, 2018). Face validity was assured following the scrutiny of the questionnaires by supervisors to ensure the questionnaire items were well stated and adequate.

For construct validity, the researcher compared the data collection tool to other research tools that were used for similar study to see how highly correlated the two are.

## **Data Analysis Plan**

In qualitative research, the collection and analysis of data were carried out simultaneously (Creswell & Creswell, 2018). To this extent, the researcher continuously collected, analyzed, and coded data, to ensure information captured is relevant to the study as well as identify running themes and patterns. The study used content analysis to present the dominant findings. This was done by examining and interpreting themes and patterns, thereby drawing meaning responding to research questions. The researcher triangulated the data by reviewing the researcher's notes and any policy documents that talked about leadership and knowledge management.

The researcher inductively interpret the findings. To this extent, the researcher attached meaning as well as identify and explain the relationship between descriptive terms. The researcher then presented the results and recommendations in a narrative report. This narrative report described the participants' experiences and the meanings attributed to those experiences. Such an approach allowed other researchers to view the findings, results, and recommendations from the worldview of the participants. These findings were linked to research objectives as well as any previous studies or theories, thus further describing the phenomenon as well as validating the findings.

Further, the study used descriptive statistics to describe the demographic characteristics of the study area as well as the participants' perspectives on transformational leadership and knowledge management practices within family-owned businesses. To examine the strength of the relationship between

transformational leadership and knowledge management practices within family-owned businesses in Kenya, the researcher applied the Pearson correlation.

### **Ethical Considerations**

Creswell and Creswell (2018) and Creswell (2014) opine that while carrying out research, there is a need to anticipate ethical concerns that might arise. This is because, while conducting a study, a researcher will collect data from and about individuals. Consequently, before commencing the study and/or collecting data from the employees, the researcher sought permission from PAC University, NACOSTI, and any other regulatory body. Also, the researcher sought the permission of the leadership team of participating entities. Moreover, the researcher endeavored to protect the respondent's identity, develop trust as well as guard against any negative behavior that might damage the reputation of the respondent's organization, PAC University, or the researcher.

From the onset, the researcher made it clear that participation in the study is voluntary. After obtaining participants' consent, the researcher explained the context and content of the research and how data was to be collected. Given that the study included open-ended questions and both structured and unstructured interviews, the researcher assured employees of confidentiality. To this effect, the participant's data was used for research purposes only. Material and documents used in the study were stored in a safe place, where only the researcher can access the information.

### **Summary of the Chapter**

In this chapter, the researcher has explained, justified, and outlined the methods and methodologies used to carry out the study. A qualitative and phenomenological study was carried out, by administering interviews and open-ended questions. The researcher has described the target population, sample and sampling method, data types, how data was pre-tested, collected, analyzed, and verified. Finally, the chapter has presented the ethical considerations of the study.

## CHAPTER 4

### PRESENTATION OF RESEARCH FINDINGS

#### Introduction

This chapter presents the findings of the study. It is organized into various subsections: response rate, demographic characteristics of the respondents, descriptive analysis of study variables, and inferential statistics such as Pearson correlation analysis, Chi-square test and multiple regression analysis. Diagnostic tests are also presented. The analysis was based on the following research objectives: to examine the influence of individualized consideration on knowledge management practices in family-owned businesses in Kenya; to evaluate the influence of inspiration motivation on knowledge management practices in family-owned businesses in Kenya; to assess the influence of intellectual stimulation on knowledge management practices in family-owned businesses in Kenya; and to establish the impact of idealized influence on knowledge management practices in family-owned businesses in Kenya. The quantitative findings are presented in descriptive as well as inferential statistics while qualitative data was presented in themes.

#### Response Rate

Table 4.1 below presents the results for the response rate:

***Table 4. 1: Response Rate***

| Targeted participants | Available participants | Valid responses | Invalid responses | Response rate (%) |
|-----------------------|------------------------|-----------------|-------------------|-------------------|
| 144                   | 144                    | 95              | 49                | 65.27             |

Based on Table 4.1, out of the 144 respondents targeted (for both questionnaire =120; and interviews =24), 94 questionnaires/interview guides were successfully

completed and presented for analysis. Based on percentage formula as recommended by Chen, Gully & Eden (2018):  $r = \frac{94}{144} = 65.27$  (where r is response rate), the response rate was 65.27%. This was considered acceptable based on Mugenda and Mugenda (2013) observation that a 50% response rate was sufficient for analysis and reporting, a rate of 60% is good, and a rate of 70% or was regarded as exceptional. Further, Rossiter (2018) had suggested that researchers ought to use the quantity of usable replies as the numerator when there is a distinction between returned and usable surveys.

### **Reliability of the Research Instrument**

The researcher conducted a reliability test to determine the internal consistency and accuracy of the questionnaire items by applying Cronbach's formula (Blanchard, 2018). A Likert scale consisting of 5 questions using 5-point Likert items, ranging from "strongly disagree" to "strongly agree," was developed to assess the consistency in measuring the latent variable of the questionnaire. Twelve respondents made up the sample size for the Cronbach's alpha test. The minimum reliable Cronbach's alpha value considered acceptable is 0.7 (Mugenda & Mugenda, 2013).

Cronbach's alpha statistic:  $\alpha = (N \cdot r / 1 + (N - 1) \cdot r)$

Where; N = number of items; and r = average inter-item correlation among the items.

The results of the reliability tests are presented on Table 4.2 below:

**Table 4. 2: Item-Total Statistics**

|    | <i>Scale Mean if<br/>Item Deleted</i> | <i>Scale Variance<br/>if Item Deleted</i> | <i>Corrected Item-<br/>Total<br/>Correlation</i> | <i>Squared<br/>Multiple<br/>Correlation</i> | <i>Cronbach's Alpha<br/>if Item Deleted</i> |
|----|---------------------------------------|-------------------------------------------|--------------------------------------------------|---------------------------------------------|---------------------------------------------|
| V1 | 13.58                                 | 14.992                                    | 0.294                                            | 0.394                                       | 0.825                                       |
| V2 | 14.25                                 | 9.295                                     | 0.278                                            | 0.225                                       | 0.735                                       |
| V3 | 13.83                                 | 9.970                                     | 0.217                                            | 0.645                                       | 0.890                                       |
| V4 | 14.00                                 | 7.455                                     | 0.017                                            | 0.431                                       | 0.724                                       |

Based on the results in Table 4.2, the average Cronbach's alpha (Cronbach's alpha if item deleted) for the variables was 0.794, indicating a high degree of internal consistency for the research tool that was employed in this study as well as good dependability of the research instrument. Table 4.2 results also reveal that variable three (3) had the lowest adjusted correlation (0.217), which may have contributed to a reduction in overall reliability. The results demonstrated that, save from variable 3, removing any variable would have resulted in a lower Cronbach's alpha. Cronbach's alpha (0.890) would have somewhat improved with variable 3 removed.

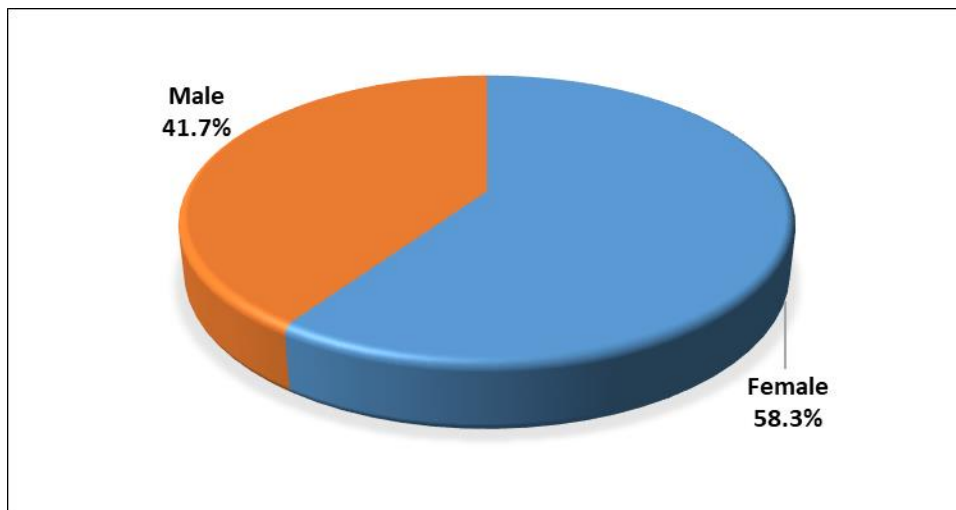
### **Demographic Characteristics of the Respondents**

Age, gender, level of education, employment status, and job grade were the five categories used to analyze the respondents' characteristics in this section.

### **Distribution of Respondents by Gender**

The findings as presented in Figure 4.1 below revealed that more than half of the respondents (58.3%) in the study area were female. This could mean that most family-owned businesses in the study area are owned by womenfolk. This could also imply that women within the sampled organisations have broken the bias by carrying the major

leadership responsibility of nurturing and advancing family-owned businesses. It could also mean that the society within which this study was conducted has offered the womenfolk an opportunity to transform entrepreneurial status in the private sector. Gender was important to this study because men and women perceive transformational leadership behaviours differently which could influence the knowledge management practices one takes (Stone et al., 2017). This is supported by Grahek et al., (2019) who noted that counter-productive social constructions have resulted in negative associations with female leadership behaviors as women try to balance behaviors perceived to be more masculine such as authority, confidence and motivation with socially constructed feminine behaviors such as care, compassion and kindness.

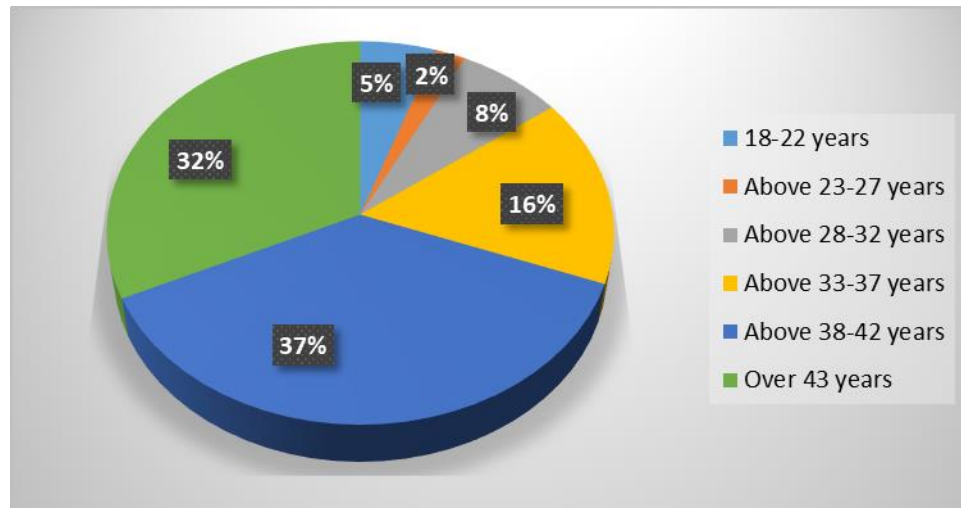


**Figure 4. 1: Gender**

#### **Distribution of Respondents by Age**

Based on the findings displayed in Figure 4.3, a significant proportion of respondents (30.2%) were between the ages of 38 and 42, while those over 43 (25.9%) were the next-oldest respondents. This indicates that a relatively young work force in

their 30s and early 40s dominated the family-owned companies in the research area. Only 4.3% of those surveyed were between the ages of 18 and 22. This may imply that the majority of respondents were seasoned business owners who were therefore more likely to have gained reliable understanding of transformative leadership over time. Age was crucial to this study because, as people age, their working capacity and learning memory decline, making it harder for them to perform tasks like decision-making and problem-solving (Haq & Kuchinke, 2016). This could, in one way or another, have an impact on knowledge management practices or transformational leadership behaviours.



**Figure 4. 2: Age of the Respondents**

#### **Distribution of Respondents by Education Levels**

Table 4.3 presents the results of the participants' highest level of education attained.

**Table 4. 3 : Level of Education of the Respondents**

| Category          | Frequency | Percent |
|-------------------|-----------|---------|
| Bachelor's degree | 48        | 41.4    |
| Diploma           | 33        | 28.4    |
| Masters           | 13        | 11.2    |

|              |           |              |
|--------------|-----------|--------------|
| <i>Total</i> | <i>94</i> | <i>100.0</i> |
|--------------|-----------|--------------|

The respondents' educational backgrounds are shown in Table 4.3 as follows: bachelor's degree holders (41.4%), diploma holders (28.1%), and master's degree holders (11.2%). This implies that a significant proportion of family-owned business owners in the research area were well educated. This indicates that the study's respondents were informed and may have had a rudimentary understanding of strategies for knowledge management and transformative leadership. Higher levels of education positively influence leadership behavior, creativity, and constructive conduct, which may ultimately influence knowledge management methods, which is why education level was significant to this study (Grahek et al., 2019).

### **Distribution of Respondents by Terms of Employment**

Table 4.4 presents the findings of terms of employment of the participants:

***Table 4. 4: Employment Terms***

| <b>Category</b>     | <b>Frequency</b> | <b>Percent</b> |
|---------------------|------------------|----------------|
| Casual contract     | 17               | 18.1           |
| Fixed term contract | 49               | 52.1           |
| Open ended contract | 28               | 29.8           |
| Total               | 94               | 100.0          |

The results outlined in Table 4.4 indicate that a majority (52.1%) of the participants in the research area were employed on fixed-term contracts, with open-ended contracts accounting for 29.8% of the total. A few of the respondents (18.1%) were on casual contract. This implies that most respondents were experienced and knowledgeable of knowledge management practices by the sampled family-owned businesses. Job tenure was important to this study based on the human capital theory proposition that knowledge

and skill increase with greater job tenure which may ultimately improve knowledge management practices (Bao & Zhao, 2019).

### **Distribution of Respondents by Job Grade**

Table 4.5 presents the findings of job grade of the participants:

***Table 4. 5: Job Grade***

| <b>Category</b>      | <b>Frequency</b> | <b>Percent</b> |
|----------------------|------------------|----------------|
| Middle Level Manager | 15               | 16.0           |
| Operational Staff    | 8                | 8.5            |
| Senior Management    | 50               | 53.2           |
| Supervisor           | 21               | 22.3           |
| Total                | 94               | 100.0          |

An analysis of the prevalent job grade among the participants in the study as indicated on Table 4.5 showed that majority of the participants (53.2%) were senior managers of the family-owned businesses followed by supervisors (22.3%). This means that the data collected for the study came from first hand sources as senior managers and supervisors are directly responsible for the leadership of the family-owned businesses and any successes or failures of the knowledge management practices directly lies within their mandate. The findings are consistent with a research done by Ruzgar (2018) who contended that senior managers provide leadership to the business, providing a purpose and direction for the business to take in terms of knowledge management practices.

### **Descriptive Analysis of Study Variables**

The study explored the influence of transformational leadership on knowledge management practices in family-owned businesses in Kenya. The descriptive statistics were then linked to the empirical literature, thereby demonstrating the relevance and

impact of findings. Moreover, this approach validated the research as well as situated it within the broader academic context, thereby demonstrating how it contributes to the existing body of knowledge

Descriptive statistics, specifically the mean scores, percentages as well as frequency were used to summarize the results of the study. To do this, a 5 point Likert scale was used where respondents were asked to indicate the extent to which they agree or disagree with the indicators provided. The participants' responses were coded, and each instance of agreement or disagreement was assigned a rating from 1 to 5: (5-strongly agree, 4-agree, 3-neutral, 2-dispute, and 1 strongly disagree). Descriptive statistics was generated through SPSS version 28 and the output illustrated in tabular form output:

*Descriptive analysis of the influence of individualized consideration on knowledge management practices in family-owned businesses.*

The study investigated the influence of individualized consideration on knowledge management practices within the sampled family-owned businesses in Kenya. The respondents rating on the 5 point Likert scales was analysed using the mean scores.

***Table 4. 6: Descriptive analysis of individualized consideration and knowledge management practices in family-owned businesses.***

| <b><i>Indicator</i></b>                                                    | <b><i>SA</i></b> | <b><i>A</i></b> | <b><i>N</i></b> | <b><i>D</i></b> | <b><i>SD</i></b> | <b><i>Mean</i></b> | <b><i>S Dev.</i></b> |
|----------------------------------------------------------------------------|------------------|-----------------|-----------------|-----------------|------------------|--------------------|----------------------|
| The leaders recognize my contribution as an individual to the organization | 29.6%<br>39      | 47.5%<br>56     | 11.6%<br>14     | 6.5%<br>8       | 4.8%<br>6        | 2.073              | 21.949               |
| The top leaders promote self-development                                   | 22.7%<br>27      | 44.1%<br>52     | 20.2%<br>24     | 7.4%<br>9       | 5.6%<br>7        | 2.302              | 18.074               |
| The leaders often communicate and listens to my concerns                   | 25.5%<br>30.2    | 43.1%<br>50.6   | 12.3%<br>14.6   | 14.9%<br>17.6   | 7.2%<br>8.6      | 2.373              | 16.673               |
| The leaders spend time mentoring and coaching junior staff                 | 19.3%<br>23      | 39.8%<br>47     | 7.4%<br>9       | 24.5%<br>29     | 9.1%<br>11       | 2.647              | 15.401               |

|                                                                                                                     |             |             |             |             |            |       |        |
|---------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|------------|-------|--------|
| I am committed to my work because the leaders encourage me to self-develop.                                         | 19.3%<br>22 | 41.5%<br>48 | 7.4%<br>8   | 18.8%<br>26 | 9.1%<br>10 | 2.596 | 16.037 |
| I put extra effort in my work because the leaders recognize my contributions and rewards me for the work well done. | 19.3%<br>23 | 43%<br>36.4 | 19.3%<br>23 | 15.1%<br>18 | 9.1%<br>11 | 2.619 | 9.300  |
| I am satisfied with my work because the leaders communicate and listens to me and helps me build my strengths.      | 19.3%<br>23 | 39.8%<br>47 | 7.4%<br>9   | 24.5%<br>29 | 9.1%<br>11 | 2.073 | 21.949 |

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The result on Table 4.6, indicated that the majority (59.1%) of the respondents, mean = 2.647 (SD= 15.4) in the study reported that the business leaders spend time mentoring and coaching junior staff. This suggests that the leaders of the family-owned businesses in the study area delegate difficult tasks to deserving staff while maintaining a high level of communication with all workers. This is supported by a study done by Northouse (2016) and Nyamota (2020) who opined that transformational leaders participate as well as work with employees to create and build a shared bond which results in increased levels of morality and enthusiasm. The results are also supported by the Transformational Theory of Leadership which argued that a transformational leader plays a key role in redesigning employee values, perceptions, expectations, and aspirations, thereby causing substantial changes and impact in both their followers and the organization (Burns, 1978).

Consequently, from the discussion above, the findings in this research align with previous research, which emphasizes the significance of personalized consideration in improving knowledge management. This indicates that FOB's in Kenya could gain from leadership development initiatives that prioritize individualized support and mentorship. Additionally, the findings provide a strong basis for the need to have strategies that enhance knowledge application.

It is important to note that a relatively sizeable number of respondents (62.3%), mean =2.61 (SD= 9.3) opined that they put extra effort in their work and that the business leaders recognize their contributions and reward them for the work well done. This suggests that there is a strong relationship bond between the employees of the sampled family-owned business and the business leaders. It could also mean that there are high levels of employees' work engagement which could be as a result of job satisfaction. These findings are supported by McShane and Von Glinow (2018) who stated that transformational leaders are considered as agents of change, who conceptualize, disseminate, and model a shared vision to their employees.

In a follow up question from the interview, the key informants (business leaders/managers) were asked how they communicate the company's vision in both words and deeds. It emerged that while improving employees' self-confidence by helping them to realize their potential, the business leaders communicated achievable mission and vision of the business to employees through deliberate interactions with employees to identify their unique needs and collaboratively work together to find solutions. This, according to the key informants helped to satisfy employee needs.

*Descriptive analysis of the influence of inspiration motivation on knowledge management practices in family-owned businesses.*

The study investigated the influence of inspiration motivation on KM practices within the sampled family-owned businesses in Kenya.

**Table 4. 7: Descriptive analysis of inspiration motivation and knowledge management practices in family-owned businesses.**

| <i>Indicator</i>                                                                                                                                                           | <i>SA</i>   | <i>A</i>      | <i>N</i>    | <i>D</i>    | <i>SD</i>   | <i>Mean</i> | <i>S Dev.</i> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|-------------|-------------|-------------|-------------|---------------|
| Employees within a department hold regular brainstorming sessions with the leaders in search of solutions to current problems and to find ways to improve their processes. | 19.3%<br>23 | 41.5<br>49    | 7.4%<br>9   | 22.7%<br>27 | 11%<br>6    | 2.508       | 17.152        |
| Organizational leaders highly encourage job rotation within the organization.                                                                                              | 28.7%<br>34 | 55%<br>46.7   | 6.5%<br>8   | 13.3%<br>16 | 4.8%<br>6   | 2.216       | 17.620        |
| Our workspace setting makes it easy for individuals to interact with leaders and other employees.                                                                          | 20.2%<br>24 | 43.1%<br>50.6 | 7.4%<br>9   | 27.9%<br>33 | 5.6%<br>7   | 2.582       | 18.027        |
| Leaders frequently review and reward successes.                                                                                                                            | 19.3%<br>23 | 43.3%<br>51   | 12.5%<br>15 | 15.1%<br>18 | 9.1%<br>11  | 2.516       | 15.931        |
| Through trainings, leaders share their knowledge with others.                                                                                                              | 24%<br>20.2 | 41.5%<br>48   | 7.4%<br>8   | 18.8%<br>26 | 9.1%<br>10  | 2.622       | 16.080        |
| Policy and procedures manuals are updated regularly.                                                                                                                       | 7.4%<br>9   | 43%<br>36.4   | 19.3%<br>23 | 15.1%<br>18 | 7.4%<br>9   | 2.807       | 11.398        |
| Information technology such as video conferencing, teleconferencing and groupware are used to share information within the workplace.                                      | 31.8%<br>38 | 42.9%<br>50   | 13.3%<br>23 | 9.9%<br>12  | 12.1%<br>15 | 2.391       | 16.071        |

The findings as reported in Table 4.7 show that most of the participants (74.7%), whose mean =2.8 (SD = 11.39), in the study area were of the view that business policies and procedures manuals were regularly updated. A relatively sizeable number (65.5%), with a mean of 2.62 (SD =16.0) stated that the business leaders share their knowledge with other workers through trainings. This could imply that employees are committed to their tasks and enthusiastic to the workplace which could also suggest an energetic atmosphere for the employees in the workplace. These findings align with Chai and Liu (2018) who opined that transformational leadership is characterized by inspirational motivation. The leader communicates optimism about the attainment of a desired future

goal, hence creating high expectations that their team members want to achieve. Furthermore, the results are consistent with Smith's (2018) research, which indicated that inspirational motivation contributes to improved knowledge sharing and retention. Nonetheless, Johnson (2020) reported an 80% success rate in knowledge transfer as a result of inspirational motivation, whereas this study demonstrated a slightly lower rate of 74%. This difference could be linked to the unique economic and cultural environment of Kenyan FOB's, as highlighted by Mwangi & Kamau (2019).

It is worth noting that a relatively significant number of respondents (63.3%), whose mean = 2.58 (SD = 16.0) were of the view that their working environment facilitates easy a seamless interaction between leaders and employees. This suggests that business leaders in the study area have understood the benefits of employee motivation and they have developed ways to motivate their teammates. This is in accordance with Robbins and Judge (2017) that a transformational leader models the desired behavior, thereby motivating employees to identify with the vision and behave accordingly.

In a follow up question from the interviews, when asked how the business leaders encouraged employees to keep the faith and not give up along the way, one of the key informants stated that: *"I make my employees part of important business decisions and try as much as possible to make them know when they do things right"*

### ***Descriptive analysis of the influence of intellectual stimulation on knowledge management practices in family-owned businesses.***

The study investigated the influence of intellectual stimulation on knowledge management practices within the sampled family-owned businesses in Kenya.

**Table 4. 8: Descriptive analysis of intellectual stimulation and knowledge management practices in family-owned businesses.**

| <i>Indicator</i>                                                                                                                                                        | <i>SA</i>     | <i>A</i>      | <i>N</i>      | <i>D</i>      | <i>SD</i>   | <i>Mean</i> | <i>S Dev.</i> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|-------------|-------------|---------------|
| The supervisor's optimism gives me high expectations.                                                                                                                   | 25.5%<br>30.2 | 43.1%<br>50.6 | 12.3%<br>14.6 | 14.9%<br>17.6 | 7.2%<br>8.6 | 2.373       | 16.673        |
| Leaders encourage new insights and take employees new ideas into consideration.                                                                                         | 19.3%<br>23   | 39.8%<br>47   | 7.4%<br>9     | 24.5%<br>29   | 9.1%<br>11  | 2.647       | 15.401        |
| Experimentation is encouraged.                                                                                                                                          | 19.3%<br>22   | 41.5%<br>48   | 7.4%<br>8     | 18.8%<br>26   | 9.1%<br>10  | 2.596       | 16.037        |
| All our leaders works closely with the operations/junior staff team to address organisational needs.                                                                    | 19.3%<br>23   | 43%<br>36.4   | 19.3%<br>23   | 15.1%<br>18   | 9.1%<br>11  | 2.619       | 9.300         |
| The leadership shows commitment to the innovation process by allocating sufficient finances, equipment and work force to enable successful adoption of the innovations. | 19.3%<br>23   | 39.8%<br>47   | 7.4%<br>9     | 24.5%<br>29   | 9.1%<br>11  | 2.631       | 15.401        |
| The leaders have clearly defined innovation strategies and initiatives.                                                                                                 | 19.3%<br>23   | 43%<br>36.4   | 19.3%<br>23   | 15.1%<br>18   | 9.1%<br>11  | 2.619       | 9.300         |
| The leaders continually improve working methods and procedures.                                                                                                         | 24%<br>20.2   | 41.5%<br>48   | 7.4%<br>8     | 18.8%<br>26   | 9.1%<br>10  | 2.611       | 16.056        |

The findings presented in Table 4.8 indicate that a significant proportion (59.1%) of the participants, whose mean =2.64 (SD= 15.4) reported that business leaders encourage new insights and take employees' new ideas into consideration. This denotes that employees within the sampled family-owned businesses are more innovative when faced with challenges and opportunities and have developed a growth mind-set. It could also mean that employees in the study are more mindful and better-rounded at their workplace. This is in line with Megheirkouni (2017), Xie et al. (2019) and Park and Kim, 2018 that a transformational leader challenges the follower's assumptions and worldview, thereby encouraging creativity and innovation, rational problem solving, thereby stimulating intelligence and boosting individual, team and organizational learning.

However, the findings in this research suggests a slightly lower impact on knowledge application compared to Wanjiku & Kariuki (2020), who reported an 80% effectiveness rate. This difference may be attributed to the unique operational dynamics of Kenyan family-owned businesses. Nonetheless, intellectual stimulation fosters a culture of knowledge sharing, which can lead to improved innovation.

The findings also show that a relatively high number (59.1%) of respondents whose mean=2.63 (SD= 15.4) reported that the business leadership demonstrate their commitment to the innovation process by allocating sufficient financial resources, equipment and manpower, thereby enabling successful adoption of innovative solutions. This implies that the business leaders in the study area recognize their workers through stimulation, creativity and innovation. These findings align with assertions made by Chai et al. (2017) who argued that leaders who show intellectual stimulation delegate work to their employees, thus providing development for both individuals and teams, thereby increasing organizational capabilities.

In a follow up question from the interviews, key informants were asked to demonstrate whether they challenged employee thinking and worldview and in what ways they did it and whether this enhanced employee learning. Some four (4) key informants were of the view that they encouraged everyone in the workplace to participate in all processes, share their opinions, and let them know that the management listens to them. It also emerged that transformational leaders encourages employees to be engaged in the workplace and should listen to workers' feedback.

***Descriptive analysis of the influence of idealized influence on knowledge management practices in family-owned businesses.***

The study investigated the influence of idealized influence on KM practices within the sampled family-owned businesses in Kenya.

***Table 4. 9: Descriptive analysis of idealized influence and knowledge management practices in family-owned businesses.***

| <b><i>Indicator</i></b>                                                                 | <b><i>SA</i></b> | <b><i>A</i></b> | <b><i>N</i></b> | <b><i>D</i></b> | <b><i>SD</i></b> | <b><i>Mean</i></b> | <b><i>S Dev.</i></b> |
|-----------------------------------------------------------------------------------------|------------------|-----------------|-----------------|-----------------|------------------|--------------------|----------------------|
| Our leaders articulates an appealing and inspiring vision and goals.                    | 19.3%            | 41.5%           | 7.4%            | 22.7%           | 11%              | 2.117              | 16.573               |
|                                                                                         | 23               | 49              | 9               | 27              | 6                |                    |                      |
| My managers are good role models in influencing high quality of service among employees | 28.7%            | 55%             | 6.5%            | 13.3%           | 4.8%             | 2.487              | 20.887               |
|                                                                                         | 34               | 46.7            | 8               | 16              | 6                |                    |                      |
| My supervisor encourages participation of employees in decision making.                 | 20.2%            | 43.1%           | 7.4%            | 27.9%           | 5.6%             | 2.322              | 17.392               |
|                                                                                         | 24               | 50.6            | 9               | 33              | 7                |                    |                      |
| The leadership enables employees to efficiently utilization available resources.        | 19.3%            | 43.3%           | 12.5%           | 15.1%           | 9.1%             | 2.403              | 16.500               |
|                                                                                         | 23               | 51              | 15              | 18              | 11               |                    |                      |
| Managers emphasizes on employee learning and development                                | 24%              | 41.5%           | 7.4%            | 18.8%           | 9.1%             | 2.590              | 16.442               |
|                                                                                         | 20.2             | 48              | 8               | 26              | 10               |                    |                      |
| Managing director talks to us about interpersonal relations and team cohesion.          | 7.4%             | 43%             | 19.3%           | 15.1%           | 7.4%             | 2.146              | 11.847               |
|                                                                                         | 9                | 36.4            | 23              | 18              | 9                |                    |                      |
| My supervisor is able to take risks towards attainment of organizational goals.         | 31.8%            | 42.9%           | 13.3%           | 9.9%            | 12.1%            | 2.122              | 17.098               |
|                                                                                         | 38               | 50              | 23              | 12              | 15               |                    |                      |

According to the data presented in Table 4.9, the results indicate that the majority of the respondents (65.8%) whose mean =2.59 (SD= 16.4) in the study area were of the view that managers emphasizes on employee learning and development. This could imply that the business leaders in the study area have set high standards while creating a positive vision to challenge the employees, thereby establishing enthusiasm and optimism required to achieve success at work. This could mean that the employees in the study area understand the organizations' goals and how to achieve them. The findings align

with Nwuke et al, (2020) observation that transformational leaders can empathize, understand, and consider their follower's needs, thereby contextualizing their vision to that of their followers, hence gaining commitment and trust to both the leader and the organization. Moreover, the findings align to a study by Gichuki (2018), who opined that FOB's in Kenya with high levels of idealized influence demonstrated better knowledge retention and application practices.

It is also worth noting that a relatively big number of respondents (83.7%) with a mean =2.48 (SD= 20.8) in the study area opined that the business managers serve as exemplary role models when it comes to influencing and encouraging employees to provide a high standard of service. The findings suggest that business leaders in the study area have efficiently made provision of an accurate sense of mission and appropriately visualized it.

One of the flow up questions from the interviews, sought to find out how the business managers coach and mentor employees. Three of the key informants opined that they supported their team members' growth by providing access to resources and learning opportunities such as training, workshops, and access to relevant materials to enhance their skills and knowledge. It also emerged that most of the business leaders in the study area lead by example. These findings are consistent with Gichuki (2018), who reported a positive correlation between idealized influence and knowledge management effectiveness. This implies that idealized influence plays a crucial role in fostering effective knowledge management practices in Kenyan FOB's.

***Descriptive analysis of the influence of transformational leadership dimensions on knowledge management practices in family-owned businesses.***

The study investigated the influence of TL dimensions on KM practices within the sampled family-owned businesses in Kenya.

***Table 4. 10: Descriptive analysis of transformational leadership dimensions and knowledge management practices in family-owned businesses.***

| <b><i>Indicator</i></b>                                                                                                      | <b><i>SA</i></b> | <b><i>A</i></b> | <b><i>N</i></b> | <b><i>D</i></b> | <b><i>SD</i></b> | <b><i>Mean</i></b> | <b><i>S Dev.</i></b> |
|------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------|-----------------|-----------------|------------------|--------------------|----------------------|
| Knowledge management has improved the productivity of the organization after increasing learning.                            | 29.6%<br>39      | 47.5%<br>56     | 11.6%<br>14     | 6.5%<br>8       | 4.8%<br>6        | 2.303              | 21.950               |
| Knowledge management has led to innovative culture in the organisation.                                                      | 22.7%<br>27      | 44.1%<br>52     | 20.2%<br>24     | 7.4%<br>9       | 5.6%<br>7        | 2.373              | 18.075               |
| There is trust among the staff members and secondary units in an organization in sharing knowledge.                          | 25.5%<br>30.2    | 43.1%<br>50.6   | 12.3%<br>14.6   | 14.9%<br>17.6   | 7.2%<br>8.6      | 2.647              | 16.673               |
| There is commitment at all levels of the organization.                                                                       | 19.3%<br>23      | 39.8%<br>47     | 7.4%<br>9       | 24.5%<br>29     | 9.1%<br>11       | 2.596              | 15.401               |
| Knowledge management has enhanced the stable growth of the organization.                                                     | 19.3%<br>22      | 41.5%<br>48     | 7.4%<br>8       | 18.8%<br>26     | 9.1%<br>10       | 2.619              | 16.037               |
| Individuals feel competent and feels that the organization appreciates their ideas and contribution to knowledge management. | 19.3%<br>23      | 43%<br>36.4     | 19.3%<br>23     | 15.1%<br>18     | 9.1%<br>11       | 2.633              | 9.300                |
| Knowledge management has led to an increase in the customers' levels.                                                        | 19.3%<br>23      | 39.8%<br>47     | 7.4%<br>9       | 24.5%<br>29     | 9.1%<br>11       | 2.003              | 15.401               |

According to the findings presented in Table 4.10, the largest proportion (68.6%) of respondents, whose mean = 2.64 (SD = 16.6) depict that there is trust among the staff members when it comes to knowledge sharing within the organization. The findings also report that a relatively sizeable number (62.3%) of the respondents, mean = 2.63 (SD= 9.3) reported that workers perceive themselves as competent and believe that the sampled organizations value their ideas and contributions to knowledge management. It is also

notable that knowledge management has enhanced the stable growth of the sampled businesses as reported by 60.8% of the respondents mean= 2.61 (SD = 16.0). The findings indicate that transformational leadership behaviour has created and improved awareness in the sampled businesses. It also means that transformational leadership has improved the thinking, mentality as well as problem solving skills of the employees in the study area. The findings are supported by Park and Kim (2018) who contended that knowledge management is more about the willingness to share, collaborate, and make the greatest use of strategic resources than it is about exercising control over what individuals know. However, our data indicates a slightly lower prevalence of knowledge retention compared to Johnson (2020), who found an 80% effectiveness rate in businesses with strong inspirational motivation. This variance could be attributed to the unique obstacles encountered by Kenyan FOB's, as emphasized by Mwangi & Kamau (2019). Nonetheless, the alignment of results with existing literature reinforces the importance of transformational leadership in enhancing knowledge management practices. This suggests that FOB's in Kenya could gain from initiatives aimed at developing transformational leadership skills

In a follow up question, respondents were asked to state the ways in which knowledge sharing enables employees resolve problems. It emerged from all the key informants that, sharing of knowledge in the workplace fosters a collective intelligence which in turn improves problem-solving abilities, fosters innovation, and enhances decision-making processes. One of the key informants stated that knowledge management fosters a culture of continuous improvement and ensures that the team members at the workplace stays ahead of the curve.

## Pearson Correlation Analysis

Correlation analysis was used to examine the strength of the relationship between transformational leadership and knowledge management practices within family-owned businesses in Kenya. This was done by analyzing the means of variables x and y to determine how Pearson's (r) varies between +1 and -1; where +1 is a perfect positive correlation, and -1 is a perfect negative correlation. 0 means there is no linear correlation at all while the p-value gives evidence of a statistically significant relationship between the variables. If a p-value is less than 0.05, then there is evidence of a statistically significant association between the variables and vice versa.

The study's first objective was to examine the influence of individualized consideration on knowledge management practices in family-owned businesses in Kenya.

### *Correlation analysis of individualized consideration and knowledge management practices*

Pearson correlation test was computed to assess the relationship between individualized consideration and knowledge management. The findings are shown in:

***Table 4. 11: Correlational analysis of individualized consideration on knowledge management practices***

|                              |                     | Knowledge management | Individualized consideration |
|------------------------------|---------------------|----------------------|------------------------------|
| Knowledge management         | Pearson Correlation | 1                    | 0.738*                       |
|                              | Sig. (2-tailed)     |                      | 0.037                        |
|                              | N                   | 28                   | 28                           |
| Individualized consideration | Pearson Correlation | 0.738*               | 1                            |
|                              | Sig. (2-tailed)     | 0.037                |                              |

The findings presented in Table 4.11 revealed a positive significant relationship between individualized consideration trait of TL and KM ( $r = 0.738$ ,  $p = 0.037 < 0.05$ ). This was interpreted to mean that the more individualized consideration trait of transformational leadership was embraced by the managers of the family-owned businesses in the study area, the better the knowledge management practices were likely to be sustained notwithstanding the minimal effect. This means that the relationship was weak and positive statistically significant which may imply that even after embracing individualized consideration trait of transformational leadership, the sampled businesses did not quite see much transformation in knowledge management practices. These findings are consistent with Josephat and Guyo (2017) who found a significant correlation between the adoption of effective KM practices in Kenyan government ministries and improved overall organisational performance.

***Correlational analysis of inspiration motivation and knowledge management practices.***

The second objective of the study was to evaluate the influence of inspiration motivation on knowledge management practices in family-owned businesses in Kenya. Pearson correlation test was computed to assess the relationship between inspiration motivation and knowledge management. The findings are shown in Table 4.12:

**Table 4. 12: Correlational analysis of inspiration motivation and knowledge management practices**

|                        |                     | Knowledge management | Inspiration motivation |
|------------------------|---------------------|----------------------|------------------------|
| Knowledge management   | Pearson Correlation | 1                    | 0.624*                 |
|                        | Sig. (2-tailed)     |                      | 0.017                  |
|                        | N                   | 28                   | 28                     |
| Inspiration motivation | Pearson Correlation | 0.624*               | 1                      |
|                        | Sig. (2-tailed)     | 0.017                |                        |
|                        | N                   | 28                   | 28                     |

\*. Correlation is significant at the 0.05 level (2-tailed).

The results as shown in Table 4.12 revealed a positive significant relationship between inspiration motivation trait of transformational leadership and knowledge management practices ( $r = 0.624$ ,  $p = 0.017 < 0.05$ ). The results reveal that the relationship was strong and positive statistically significant which imply that inspiration motivation trait of transformational leadership may not have yielded significant benefits on knowledge management practices within the study area. It could also mean that the more inspiration motivation trait of transformational leadership was embraced by the managers of family-owned businesses in the study area, the better the knowledge management practices were likely to be sustained notwithstanding the minimal effect. This was aligned to a study by Mokgolo et al. (2012) who concluded that TL positively correlates with employee acceptance of leadership, job satisfaction, and overall organisational performance including knowledge management.

***Correlational analysis of intellectual stimulation and knowledge management practices.***

The third objective of the study was to assess the influence of intellectual stimulation on knowledge management practices in family-owned businesses in Kenya. Pearson correlation test was computed to assess the relationship between intellectual stimulation and knowledge management. The findings are shown in Table 4.13:

***Table 4. 13: Correlational analysis of intellectual stimulation and knowledge management practices.***

|                          |                     | Knowledge management | Intellectual stimulation |
|--------------------------|---------------------|----------------------|--------------------------|
| Knowledge management     | Pearson Correlation | 1                    | -0.844*                  |
|                          | Sig. (2-tailed)     |                      | 0.012                    |
|                          | N                   | 28                   | 28                       |
| Intellectual stimulation | Pearson Correlation | -0.844*              | 1                        |
|                          | Sig. (2-tailed)     | 0.012                |                          |
|                          | N                   | 28                   | 28                       |

\*. Correlation is significant at the 0.05 level (2-tailed).

The results as shown in Table 4.13 revealed a negative relationship between intellectual stimulation trait of transformational leadership and knowledge management ( $r = -0.844$ ,  $p = 0.012 < 0.05$ ). The results show that the correlation was negative which imply that a decrease in intellectual stimulation trait of transformational leadership led to a rise in knowledge management practices by the managers of family-owned businesses in the study area. This is consistent with Maina and Gichinga (2018) who reported that transformational leadership traits such as intellectual stimulation have a negative effect on the overall knowledge management practices of an organisation. The results are also in line with the knowledge management theory which posits that knowledge constantly

moves in any organization through the processes of socialization, externalization, combination and internalization (Zehrer & Leib, 2020).

***Correlational analysis of idealized influence and knowledge management practices.***

The fourth objective of the study was to establish the impact of idealized influence on knowledge management practices in family-owned businesses in Kenya. Pearson correlation test was computed to assess the relationship between idealized influence and knowledge management. The findings are shown in Table 4.14.

***Table 4. 14: Correlational analysis of idealized influence and knowledge management practices***

|                      |                     | Knowledge management | Idealized influence |
|----------------------|---------------------|----------------------|---------------------|
| Knowledge management | Pearson Correlation | 1                    | 0.514*              |
|                      | Sig. (2-tailed)     |                      | 0.031               |
|                      | N                   | 28                   | 28                  |
| Idealized influence  | Pearson Correlation | 0.514*               | 1                   |
|                      | Sig. (2-tailed)     | 0.031                |                     |
|                      | N                   | 28                   | 28                  |

\*. Correlation is significant at the 0.05 level (2-tailed).

The results as shown in Table 4.14 revealed a positive relationship between idealized influence trait of transformational leadership and knowledge management ( $r = 0.514$ ,  $p = 0.031 < 0.05$ ). The findings show that the relationship was strong and positive statistically significant. This was interpreted to mean that the more idealized influence trait of transformational leadership was embraced by the managers of the family-owned businesses in the study area, the better the knowledge management practices was likely to

be sustained notwithstanding the minimal effect. This is consistent with Owino et al. (2012) who found that idealized dimension of transformational leadership significantly impact knowledge management.

### **Chapter Summary**

Chapter four has analysed and presented the research findings guided by the four key variables of the study: individualized consideration; inspiration motivation; intellectual stimulation; and idealized influence. The chapter has given interpretations on all findings and with relation to the existing literature. The following chapter presents the summary of findings, conclusions, and recommendations thereof.

## **CHAPTER 5**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **Introduction**

The chapter provides a summary of the findings for each objective, the implications of the study and the conclusion. Recommendations are provided as well as suggestions for further research. This chapter is guided by the following specific objectives: to examine the influence of individualized consideration on knowledge management practices in family-owned businesses in Kenya; to evaluate the influence of inspiration motivation on knowledge management practices in family-owned businesses in Kenya; to assess the influence of intellectual stimulation on knowledge management practices in family-owned businesses in Kenya; and to establish the impact of idealized influence on knowledge management practices in family-owned businesses in Kenya.

#### **Summary of Key Findings**

The purpose of this study was to examine transformational leadership with reference to family-owned businesses and assess how transformational leadership can affect knowledge management practices of family-owned businesses in Kenya. The major findings are summarized below.

***Individualized Consideration Trait of Transformational Leadership and Knowledge Management Practices.***

The study sought to examine the influence of individualized consideration on knowledge management practices in family-owned businesses in Kenya. The results revealed a positive significant relationship between individualized consideration trait of transformational leadership and knowledge management. This was interpreted to mean that the more individualized consideration trait of transformational leadership was embraced by the managers of the family-owned businesses in the study area, the better the knowledge management practices were likely to be sustained notwithstanding the minimal effect.

The dominant descriptive results in the study area showed that more than half of the respondents who were approached reported that the business leaders spends time mentoring and coaching junior staff. This was interpreted to mean that the leaders of the family-owned businesses in the study area delegate difficult tasks to deserving staff while maintaining a high level of communication with all workers. This was supported by the transformational theory of leadership which argued that a transformational leader plays a key role in redesigning employee values, perceptions, expectations, and aspirations, thereby causing substantial changes and impact in both their followers and the organization.

According to the findings, leaders share their knowledge with others through trainings. Further, it also emerged that while improving employees' self-confidence by helping them to realize their potential, the business leaders communicated achievable

organizational mission and vision to employees through interacting with them to identify their needs and working out collaboratively.

***Inspiration Motivation Trait of Transformational Leadership and Knowledge Management Practices.***

The study further sought to evaluate the influence of inspiration motivation on knowledge management practices in family-owned businesses in Kenya. The study found a positive significant relationship between inspiration motivation trait of transformational leadership and knowledge management practices. The findings reveal that the relationship was strong and positive statistically significant. This was interpreted to mean that the more inspiration motivation trait of transformational leadership was embraced by the managers of family-owned businesses in the study area, the better the knowledge management practices were likely to be sustained notwithstanding the minimal effect. Further, the main descriptive results showed that most of the participants in the study area were of the view that business policies and procedures manuals are regularly updated. This implies that employees are committed to their tasks and enthusiastic to the workplace which could also suggest an energetic atmosphere for the employees in the workplace. It also emerged that employers in the study area make their employees part of important business decisions and try as much as possible to make them know when they do things right.

***Intellectual Stimulation Trait of Transformational Leadership and Knowledge Management Practices.***

The study sought to assess the influence of intellectual stimulation on knowledge management practices in Keyan owned family businesses. The findings show a strong negative relationship between intellectual stimulation trait of transformational leadership and knowledge management ( $r = -0.844$ ,  $p = 0.012 < 0.05$ ). Based on the results, the correlation was negative which imply that a decrease in intellectual stimulation trait of transformational leadership led to a rise in knowledge management practices by the managers of family-owned businesses in the study area. The dominant descriptive results revealed that business leaders encourage new insights and take employees new ideas into consideration. This was interpreted to mean that employees within the sampled family-owned businesses are more innovative to challenges and opportunities and have developed a growth mind-set. This is consistent with the knowledge management theory which argued that in an uncertain business world, knowledge is the only source of competitive advantage.

***Idealized Influence Trait of Transformational Leadership and Knowledge Management Practices.***

The study sought to establish the impact of idealized influence on knowledge management practices in family-owned businesses in Kenya. The results revealed a strong positive relationship between idealized influence trait of transformational leadership and knowledge management ( $r = 0.514$ ,  $p = 0.031 < 0.05$ ). The findings show that the relationship was strong and positive statistically significant. This was interpreted

to mean that the more idealized influence trait of transformational leadership was embraced by the managers of the family-owned businesses in the study area, the more the knowledge management practices were likely to be sustained notwithstanding the minimal effect.

These main descriptive results showed that most of the respondents (65.8%) in the study area were of the view that managers emphasizes on employee learning and development. This was taken to imply that the business leaders in the study area have set high standards while creating a positive vision to challenge the employees and establish enthusiasm together with optimism for attaining success in work.

### **Conclusion**

The study investigated the influence of transformational leadership on knowledge management practices in family-owned businesses. The results of this study showed that while there is evidence of transformational leadership on knowledge management practices in family-owned businesses in Kenya, its influence varies across its components. The study made the conclusions explained below based on the specific research variables.

Individualized consideration trait of transformational leadership has a positive significant influence on knowledge management and this suggest that the more individualized consideration trait of transformational leadership was embraced by the managers of the family-owned businesses in the study area, the better the knowledge management practices was likely to be sustained notwithstanding the minimal effect.

Inspiration motivation trait of transformational leadership has a positive significant influence on knowledge management practices and this meant that the more inspiration motivation trait of transformational leadership was embraced by the managers of family-owned businesses in the study area, the better the knowledge management practices was likely to be sustained notwithstanding the minimal effect.

Intellectual stimulation trait of transformational leadership has a strong negative influence on knowledge management. This means that the more intellectual stimulation trait of transformational leadership was embraced by the managers of family-owned businesses in the study area, the poor the knowledge management practices was likely to be sustained notwithstanding the minimal effect.

Idealized influence trait of transformational leadership has a strong positive influence on knowledge management and this suggests that the more idealized influence trait of transformational leadership was embraced by the managers of the family-owned businesses in the study area, the better the knowledge management practices was likely to be sustained notwithstanding the minimal effect.

This study contributes to the scant amount of research that has been done on the influence of transformational leadership on knowledge management practices in family-owned businesses in Kenya. The study builds on earlier research by examining individualized consideration; inspiration motivation; intellectual stimulation; and idealized influence on knowledge management practices in family-owned businesses in Kenya.

## **Recommendations**

The study recommends the sampled family-owned businesses in the study area to sustain individualized consideration as well as inspiration motivation traits of transformational leadership. There is need to enhance mechanisms for mentoring and coaching junior staff as well as regularly updating business policies and procedures manuals.

It is recommended that sampled family-owned businesses in the study area re-evaluate and adopt intellectual stimulation trait of transformational leadership which is lacking because it was negatively associated with knowledge management practices. This can be done by encouraging new insights from employees and by taking employees new ideas into consideration.

More emphasis is needed to enhance idealized influence trait of transformational leadership since it had a strong positive influence on knowledge management practices.

### ***Suggestion for Further Research***

The study cannot be regarded as conclusive because the results show that the relationship between transformational leadership and knowledge management practices in family-owned businesses is both broad and dynamic. To further establish the link between transformational leadership and knowledge management practices, it is proposed that other businesses other than family-owned businesses be examined and empirically proven. This study concentrated on four transformational leadership traits (individualized consideration; inspiration motivation; intellectual stimulation; & idealized influence) as

well as five perspectives of knowledge management (identification, acquisition, application, sharing & storage) in the context of family-owned businesses. However, if other perspectives of knowledge management practices under different variables were considered, broader generalizations could be made.

### **Chapter Summary**

The chapter has covered the summary of the analyzed findings, conclusions and highlighted the recommendations and contributions of the study. Lastly, the areas of further study are also provided.

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## **Appendices**

### **Appendix I –Introduction Letter**

30 June 2023

TO WHOMEVER IT MAY CONCERN

#### **Re: Request to Collect Data**

My name is Nicholas Mungai. I am undertaking an academic research titled: Influence of Transformational Leadership on Knowledge Management Practices in Family-Owned Businesses in Kenya. This is in partial fulfilment of the requirement for the degree of Master of Arts in Leadership at the Pan Africa Christian University.

The study is intended to explore the influence of Transformational Leadership on Knowledge Management Practices in Family-Owned Businesses in Kenya. Kindly respond to the questions as accurately and as completely as you can. Your responses will remain anonymous and confidential. In addition, you will not be identified by your name or work number. The questionnaire has closed ended questions while the interview guide contains open ended questions on how you experience transformational leadership in the company. The questions are designed to allow open and candid discussion. The data collected will be kept on a personal hard drive and am the only one with access to the hard drive. If you have any further questions regarding this study, please do not hesitate to contact me on 0721561424 or Pan Africa Christian University.

Kind Regards,

Nicholas Mungai

## Appendix II: Questionnaire

### SECTION 1: DEMOGRAPHIC DATA OF PARTICIPANTS

1. Gender:

a. Male

☐

b. Female

☐

2. Age Bracket

a) 19 - 25

b) 26 - 30

c) 31 – 35

d) 36-40

e) 41 – 45

f) 46 – 50

g) 51 – 55

h) 56 and above

3. Job Grade

a) Senior Management

☐

b) Middle Level Manager

☐

c) Supervisor

☐

d) Operational Staff

☐

4. Level of Education

a) Primary Level (KCPE)

☐

- b) High School (KCSE)
- c) College Certificate
- d) College Diploma
- e) Bachelors Degree
- f) Masters Degree
- g) Doctor of Philosophy

5. Employment Terms

- a) Open ended contract
- b) Fixed term contract
- c) Casual contract
- d) Other

## SECTION II: INDIVIDUALIZED CONSIDERATION

8. Kindly indicate your level of agreement or disagreement on the following statements concerning the influence of individualized consideration on knowledge management practices in your organisation on a scale of 1-5: (where: 5- Strongly Agree; 4-Agree; 3- Neutral; 2- Disagree; 1- Strongly Disagree).

| No. | Indicator                                                                         | 1 | 2 | 3 | 4 | 5 |
|-----|-----------------------------------------------------------------------------------|---|---|---|---|---|
| 1.  | The leaders recognizes my contribution as an individual to the organization       |   |   |   |   |   |
| 2.  | The top leaders promotes self-development                                         |   |   |   |   |   |
| 3.  | The leaders often communicates and listens to my concerns                         |   |   |   |   |   |
| 4.  | The leaders spends time mentoring and coaching me                                 |   |   |   |   |   |
| 5.  | I am committed to my work because the leaders encourage me to self-develop.       |   |   |   |   |   |
| 6.  | I put extra effort in my work because the leaders recognizes my contributions and |   |   |   |   |   |

|    |                                                                                                                 |  |  |  |  |  |
|----|-----------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|    | rewards me for the work well done,                                                                              |  |  |  |  |  |
| 7. | I am satisfied with my work because the leaders communicates and listens to me and helps me build my strengths. |  |  |  |  |  |

### SECTION III: INSPIRATION MOTIVATION

9. Kindly indicate your level of agreement or disagreement on the following statements concerning the influence of inspiration motivation on knowledge management practices in your organisation on a scale of 1-5: (where: 5- Strongly Agree; 4-Agree; 3-Neutral; 2-Disagree; 1- Strongly Disagree).

| <b>No.</b> | <b>Indicator</b>                                                                                                                                                           | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1.         | Employees within a department hold regular brainstorming sessions with the leaders in search of solutions to current problems and to find ways to improve their processes. |          |          |          |          |          |
| 2.         | Job rotation is highly encouraged by leaders within the organisation.                                                                                                      |          |          |          |          |          |
| 3.         | Our workspace setting makes it easy for individuals to interact with leaders and other employees.                                                                          |          |          |          |          |          |
| 4.         | Leaders frequently review and reward successes.                                                                                                                            |          |          |          |          |          |
| 5.         | Leaders share their knowledge with others through trainings.                                                                                                               |          |          |          |          |          |
| 6.         | Policy and procedures manuals are regularly updated.                                                                                                                       |          |          |          |          |          |
| 7.         | Information technology such as video conferencing, teleconferencing and groupware are used to share information within the workplace.                                      |          |          |          |          |          |

### SECTION IV: INTELLECTUAL STIMULATION

10. Kindly indicate your level of agreement or disagreement on the following statements concerning the influence of intellectual stimulation on knowledge management practices

in your organisation on a scale of 1-5: (where: 5- Strongly Agree; 4-Agree; 3-Neutral; 2-Disagree; 1- Strongly Disagree).

| <b>No.</b> | <b>Indicator</b>                                                                                                                                                        | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1.         | The supervisor's optimism gives me high expectations.                                                                                                                   |          |          |          |          |          |
| 2.         | Leaders encourage new insights and take employees new ideas into consideration.                                                                                         |          |          |          |          |          |
| 3.         | Experimentation is encouraged.                                                                                                                                          |          |          |          |          |          |
| 4.         | All our leaders works closely with the operations/junior staff team to address organisational needs.                                                                    |          |          |          |          |          |
| 5.         | The leadership shows commitment to the innovation process by allocating sufficient finances, equipment and work force to enable successful adoption of the innovations. |          |          |          |          |          |
| 6.         | The leaders have clearly defined innovation strategies and initiatives.                                                                                                 |          |          |          |          |          |
| 7.         | The leaders continually improve working methods and procedures.                                                                                                         |          |          |          |          |          |

## **SECTION V: IDEALIZED INFLUENCE**

11. Kindly indicate your level of agreement or disagreement on the following statements concerning the influence of idealized influence on knowledge management practices in your organisation on a scale of 1-5: (where: 5- Strongly Agree; 4-Agree; 3-Neutral; 2-Disagree; 1- Strongly Disagree).

| <b>No.</b> | <b>Indicator</b>                                                                        | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|------------|-----------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1.         | Our leaders articulates an appealing and inspiring vision and goals.                    |          |          |          |          |          |
| 2.         | My managers are good role models in influencing high quality of service among employees |          |          |          |          |          |
| 3.         | My supervisor encourages participation of employees in decision making.                 |          |          |          |          |          |

|    |                                                                                  |  |  |  |  |  |
|----|----------------------------------------------------------------------------------|--|--|--|--|--|
| 4. | The leadership enables employees to efficiently utilization available resources. |  |  |  |  |  |
| 5. | Managers emphasizes on employee learning and development                         |  |  |  |  |  |
| 6. | Managing director talks to us about interpersonal relations and team cohesion.   |  |  |  |  |  |
| 7. | My supervisor is able to take risks towards attainment of organizational goals.  |  |  |  |  |  |

**THANKYOU FOR PARTICIPATING**

## **Appendix 3: Interview Guide**

### **Section II: Questions on Idealized influence**

- a) How does your leader/proprietor/supervisor communicate the company's vision in both words and deeds? (walking and talking the vision)
- b) In what ways does your supervisor model the desired behavior?
- c) Please explain how this behavior motivates you to identify with and act according to the vision.
- a) Please explain how your supervisor's actions affect your performance.

### **Section III: Questions on Inspirational motivation.**

- a) How often does your supervisor communicate optimism about the attainment of a desired future goal?
- b) In your opinion, does your supervisor's optimism creates high expectations, which team members want to achieve?
- c) How does your supervisor encourage to keep the faith and not give up along the way?

### **Section IV: Questions on Intellectual Stimulation**

- a) Does your supervisor challenge your thinking and worldview? If so, in what ways does your supervisor challenge your thinking and worldview? Does this enhance your learning?
- b) Does this new learning (if any) lead to innovative products and/or services? Kindly explain.
- c) Does the new learning help employees solve existing and emerging problems? Kindly explain.

### **Section V: Questions on Individualized Attention**

- a) What is your understating of coaching and mentoring?
- b) Based on your understanding, how do your supervisor coach and mentor employees?
- c) In your opinion, does coaching and mentoring address specific employee needs?
- d) How does this individual attention enhance performance (both personal achievement and growth and improved performance at work)?

### **Section VI: Questions on Transformational Knowledge Management**

- e) In what ways does sharing of knowledge enable employees to resolve problems?

- f) When employees leave, how is institutional knowledge retained and utilized?
- g) How does your supervisor/the organization encourage employees to share ideas? Are the ideas implemented (hence encouraging more sharing)?
- a) In what ways does the organization encourage and reward risk-taking (leading to innovation)?
- b) How easy/difficult is it to access information to make decisions?

Thank you for taking the time out of your busy schedule to participate in this study. You have provided critical and useful data. If I have any clarifying questions or need to follow-up, may I give you a phone call?

## Appendix 2: Work Plan

|                                                                  | Time in weeks |   |   |   |   |   |   |   |   |    |    |    |
|------------------------------------------------------------------|---------------|---|---|---|---|---|---|---|---|----|----|----|
|                                                                  | 1             | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Submission of proposal                                           | ■             |   |   |   |   |   |   |   |   |    |    |    |
| Receipt of feedback on the proposal                              |               |   | ■ |   |   |   |   |   |   |    |    |    |
| Address comments                                                 |               |   |   | ■ |   |   |   |   |   |    |    |    |
| Defense of proposal                                              |               |   |   |   |   | ■ |   |   |   |    |    |    |
| Approval for data collection from PAC                            |               |   |   |   |   |   | ■ |   |   |    |    |    |
| Approval for data collection from NACOSTI                        |               |   |   |   |   |   |   | ■ |   |    |    |    |
| Approval for data collection from the organization's gatekeepers |               |   |   |   |   |   |   |   | ■ |    |    |    |
| Pretesting of questionnaire                                      |               |   |   |   |   |   |   |   |   | ■  |    |    |
| Fine-tuning of questionnaire                                     |               |   |   |   |   |   |   |   |   | ■  |    |    |
| Interview with participants (Data collection)                    |               |   |   |   |   |   |   |   |   | ■  | ■  |    |
| Data entry                                                       |               |   |   |   |   |   |   |   |   |    | ■  | ■  |
| Data analysis and coding                                         |               |   |   |   |   |   |   |   |   |    | ■  | ■  |
| Data verification and triangulation                              |               |   |   |   |   |   |   |   |   |    | ■  | ■  |
| Data interpretation                                              |               |   |   |   |   |   |   |   |   |    |    | ■  |
| Reporting and compilation of findings                            |               |   |   |   |   |   |   |   |   |    |    | ■  |

### Appendix 3: Budget

| Item                                             | Unit     | Unit Cost (KES) | Amount | Total                    |
|--------------------------------------------------|----------|-----------------|--------|--------------------------|
| Enumerators wages                                | Man-days | 2,500.00        | 4      | 10,000.00                |
| Data coding and supervision                      | Man-days | 40,000          | 3      | 120,000.00               |
| Transport                                        | Lumpsum  | 10,000.00       | 1      | 10,000.00                |
| Purchase of data and printing                    | Lumpsum  | 5,000.00        | 1      | 5,000.00                 |
| <b><i>Sub-total</i></b>                          |          |                 |        | <b><i>145,000.00</i></b> |
| <b><i>Contingency at 10% of total budget</i></b> |          |                 |        | <b><i>14,500.00</i></b>  |
| <b>Grand total</b>                               |          |                 |        | <b>159,500.00</b>        |

## Appendix 4: Ethics Clearance Certificate

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <h1>Certificate of Ethical Clearance</h1> |  <p><b>PAC University</b><br/>Pursuing the Frontiers of Knowledge</p> <p><small>This certificate is only valid for the research project and institution mentioned on it. It is not valid for other projects or institutions. It is not valid for use as a reference for other projects or institutions.</small></p> <p><b>INSTITUTIONAL<br/>SCIENTIFIC<br/>ETHICS REVIEW<br/>COMMITTEE<br/>(ISERC)</b></p> |                  |
| <p style="text-align: center;"><b>This Certificate is awarded to</b><br/><b>Nicholas Mungai (MALD/14291/0/19)</b></p> <hr/> <p style="text-align: center;"><b>For the research titled</b><br/><b>Influence of Transformational Leadership on Knowledge Management Practices in Family-Owned Businesses in Kenya</b></p> <p><b>Ref/PAC/ISERC/31/6/23</b></p> <hr/> <p style="text-align: center;"><b>having complied with PAC University Institutional Scientific Ethics Review Committee's guidelines and Standard Operating Procedures for ethical clearance.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |
| <p><b>This Certificate is issued subject to compliance with the following requirements:</b></p> <ol style="list-style-type: none"> <li>Before commencing the study, you are required to obtain a Research License from the National Commission for Science, Technology and Innovation (NACOSTI) as well as other institutional clearances as and where needed.</li> <li>Only approved documents including research instruments and informed consent forms will be used.</li> <li>All changes including amendments and/or deviations are to be submitted for review and clearance by PAC University Institutional Scientific Ethics Review Committee before use.</li> <li>Any expected or unexpected changes that may increase the risks to study participants or affect the integrity of the study must be reported in writing to PAC University Institutional Scientific Ethics Review Committee within two days.</li> <li>Any request for renewal or approval must be submitted to PAC University Institutional Scientific Ethics Review Committee at least four weeks prior to the expiry of this Certificate and must be accompanied by a comprehensive progress report to support the renewal.</li> </ol> |                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |
| <b>Date of issue</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>29/6/2023</b>                          | <b>Expiry date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>29/6/2024</b> |
| <p style="text-align: center;"> <b>DR. JANE KINUTHIA</b><br/> <br/> <b>Secretary PAC_ISERC</b> </p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |

## Appendix 5: Research Authorization and Ethic Clearance Letter

30<sup>TH</sup> June, 2023

### TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR**  
**MUNGAI NICHOLAS REG. NO: MALD/14291/0/19**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing Master of Arts in Leadership.

He is at the final stage of the programme and he is preparing to collect data to enable him finalize on the thesis. The thesis title is *"Influence of Transformational Leadership on Knowledge Management Practices in Family-Owned Businesses in Kenya."*

We kindly request that you allow him obtain a research permit so as to proceed and collect data from selected Family-Owned Businesses in Kenya.

Kind Regards,

*Lilian Vikiru*

PAN AFRICA CHRISTIAN UNIVERSITY  
**REGISTRAR**  
P.O. Box 56875 - 00200,  
TEL: 0721 932050 / 0734 400694  
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## Appendix 6: NACOSTI Research Permit

|                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>REPUBLIC OF KENYA</p>                                                                                                                                                                                                                                                                                                            |  <p><b>NATIONAL COMMISSION FOR<br/>SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p> |
| <p>RefNo: 657307</p>                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Date of Issue: 17/July/2023</p>                                                                                                                                |
| <p><b>RESEARCH LICENSE</b></p>                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                   |
| <p><b>This is to Certify that Mr. Nicholas Mungai of Pan Africa Christian University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kajiojo, Kisumu, Nairobi on the topic: Influence of Transformational Leadership on Knowledge Management Practices in Family-Owned Businesses in Kenya for the period ending: 17/July/2024.</b></p> |                                                                                                                                                                   |
| <p>License No: NACOSTI/P/23/27705</p>                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                   |
| <p>Applicant Identification Number<br/>657307</p>                                                                                                                                                                                                                                                                                                                                                                     | <p>Director General<br/><b>NATIONAL COMMISSION FOR<br/>SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>                                                               |
| <p>Verification QR Code</p>                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                   |
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