

EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE AMONG RETAIL SUPERMARKETS IN ONGATA RONGAI TOWN, KAJIADO COUNTY, KENYA

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ABSTRACT

Purpose of Study: The study examined the effect of transformational leadership on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya. The specific objectives were to determine the effect of intellectual stimulation, inspirational motivation, idealized influence, and individualized consideration on employee performance.

Problem Statement: In Kenya, supermarkets face increasing operational pressures due to high staff turnover, low motivation, and inconsistent service delivery. Employee productivity in mid-sized retail outlets in Kenya continue to decline drastically, primarily due to inadequate staff engagement, poor leadership, and absence of clear performance indicators. These performance gaps directly affect customer satisfaction, profitability, and operational efficiency in retail supermarkets.

Methodology: Descriptive research design was used and target population was 380 employees from which a sample of 195 respondents were determined using the Yamane's (1967) formula.

Semi-structured questionnaire was used to collect primary data and Statistical Package for Social Sciences version 26 used to analyze descriptive and inferential statistics.

Result: The study found that inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration had a significant positive effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

Conclusion: The study concluded that transformational leadership has a statistical significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

Recommendation: The study recommends for the implementation of mentorship and coaching programs targeted at developing leadership skills of supermarket employees to be change makers and for continued growth and development of the retail supermarkets in Ongata Rongai town, Kajiado County, and entire country, Kenya.

Keywords: *Transformational leadership, inspirational motivation, intellectual stimulation, idealized influence, individualized consideration, competitive advantage.*

INTRODUCTION

The retail industry has transformed over the past few decades, driven by emerging technologies and evolving consumer behaviour, and heightened market competition. The performance of supermarket employees has become a critical factor in business success, with over 70% of retailers identifying effective leadership and workforce engagement as key drivers of productivity and customer satisfaction in an increasingly competitive market (Kitonga, 2021). As customer expectations continue to rise, supermarkets must adopt effective management and leadership strategies to remain competitive. Globally, the retail industry is one of the biggest industries in terms of employment and revenue and it keeps on growing every year. According to Aull, Coggins, Kohli, and Marohn (2022) the size of the retail market worldwide was more than \$26 trillion in 2022 and is still growing due to increasing consumer spending, especially in emerging markets. However, this growth is not without its challenges, such as management of the workforce, turnover, and productivity (Madhani, 2021). In Africa, companies like Tesco and Carrefour have implemented leadership development programs that seek to inspire and empower employees (Khan, Ammar Hussain, & Saleem, 2021). These practices show the increasing importance of leadership as a determinant of organizational effectiveness. Increased digitalization of the retail environment has led to shift in leadership strategies from the traditional physical operations to a combination of management of in-store employees and remote customer service teams (Murithi & Kah, 2024).

In Kenya, transformational leadership has been applied in various fields with notable impacts. Cheboi, Mulili, and Nyiva, (2022) assert that the retail sector is one of the most diverse and fastest-growing sectors in Kenya, and it contributes greatly to the country's GDP and employment. Supermarkets are well-situated to help meet the needs of an increasing number of consumers in urban areas. The industry is also characterized by a high level of competition, economic risks, and operational threats such as supply chain problems and increasing operating costs. In the last five years, the Tuskys retail supermarket that was performing well faced financial challenges and had to close down (Kitonga, 2021). These challenges have put the leadership in the sector on the spotlight and it is important that leaders embrace the right leadership approaches to improve

employee performance and organizational effectiveness. Transformational leadership is recognized as a powerful approach for inspiring innovation, fostering employee development, and driving change in various organizations (Lisak & Harush, 2021). African companies are acknowledging transformational leadership in their operations to inspire collective progress, foster inclusivity, and empower employees. In Kenya, transformational leadership is viewed as a critical enabler of navigating the complex business environment through goal achievement and fostering the culture of innovation.

Employee performance refers to observable behaviors and actions exhibited by an individual while fulfilling job responsibilities. Employee performance relates to the degree to which an individual achieves set targets and goal in an organization. Globally, employee performance has gained widespread attention and debate as it is regarded as significant drive of organizational sustainability, competitiveness, and success (Nhung, Phong & Lusk, 2024). In Africa, employee performance is increasingly recognized as the foundation for competitive advantage, service delivery and organizational growth (Triansyah, Hejin & Stefania, 2023). African firms are shifting from the traditional management concepts to performance-based culture that emphasize motivation, training, and accountability. In Kenya, employee performance is regarded as a strategic asset that directly impacts organizational resilience, service delivery, and innovation. Kenyan firms are implementing modern performance management systems to enhance productivity, foster accountability, and achieve organizational goal-vision alignment (Kariuki & Kiiru, 2021). In this study, employee performance was measured through task proficiency, cycle time, and innovation and initiative.

STATEMENT OF THE PROBLEM

An internal fact finding from customer cares of retail supermarkets in Ongata Rongai town, Kajiado County, Kenya, revealed that Quickmart, Naivas, Gravity and Cleanshelf have been characterized by challenges ranging from productivity, service inconsistency, and employee motivation. Despite the supermarkets effort to employ adequate staffs, the supermarkets have reported performance-related issues like poor customer service, low task proficiency, and frequent absenteeism. According to Musyoka (2023), between June 2024 to December 2024, task proficiency of employees in the Ongata Rongai retail supermarkets stood at 54%, way below the national standard of 75%.

According to Musyoka (2023), lack of task proficiency was revealed through frequent errors in customer service, stock arrangement and pricing activities. Musyoka (2023) further found that cycle time for routine activities and processes like checkout and restocking processes exceeded the national benchmark declined by 35%, causing inefficiency in inventory turnover and prolonged customer waiting time. Hilton, Madilo, Awaah, and Arkorful (2023) conducted a study on the dimensions of transformational leadership and organizational performance, examining the mediating role of job satisfaction, employed a qualitative research design and found that transformational greatly enhances organizational performance. Alzoraiki *et al.* (2023) examined transformational leadership and sustainable teaching performance and revealed that transformational leadership results into improved sustainable teaching performance.

Curado and Santos (2022) considered transformational leadership and work performance on healthcare and found that transformational leadership highly enhances healthcare work performance. Murage (2022) studied transformational leadership and performance of public universities in Kenya and found that transformational leadership positively affects organizational

performance among Kenyan public universities. Nthiga, Cheluget and Mwikya (2023) researched on effect of transformational leadership on performance of microfinance banks in Kenya and found that transformational leadership negatively affects performance of microfinance banks in Kenya. These sampled studies portrayed conceptual, contextual, theoretical, methodological, and geographical gaps that necessitates the current study to be done on the effect of transformational leadership on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

RESEARCH OBJECTIVES

- i. Determine the effect of inspirational motivation on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.
- ii. Assess the effect of intellectual stimulation on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.
- iii. Assess the effect of idealized influence on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.
- iv. Determine the effect of individualized consideration on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

RESEARCH HYPOTHESES

- H₀₁** Inspirational motivation has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.
- H₀₂** Intellectual stimulation has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.
- H₀₃** Idealized influence has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.
- H₀₄** Individualized consideration has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

LITERATURE REVIEW

Theoretical Literature Review

Transformational Leadership Theory

Transformational leadership theory, was developed by James MacGregor Burns (1978) and then further reviewed by Bernard Bass (1985). This theory states that good leaders do not limit themselves to a relationship with their subordinates where they exchange goods for services but also champion the cause of their followers. The leader's actions stimulate them intellectually and embrace their needs to enhance their morale and productivity (Ytterstad & Olaisen, 2023). Transformational leaders concentrate on developing a shared vision, individual learning, and emotional bonding with employees to enhance performance. According to Hilton *et al.* (2023), transformational leadership is built on four tenets: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration all which form the current study's independent variables. The application of this theory was a suitable approach to understanding how leadership affects retail supermarket employees' performance in Ongata Rongai town, Kajiado County. Due to the nature of supermarkets which operate in a very competitive and customer-relational environment, transformational leadership can greatly affect the motivation, satisfaction, and performance of employees. Critics of the transformational leadership theory argue

that the concept is sometimes vague due to the overlap in the four components of the theory. This overlap makes it relatively difficult to measure the independent effect and application of each of the component to real-world leadership assessments (Lamu, 2023).

Expectancy Theory of Motivation

The Expectancy theory of motivation by Victor Vroom (1964) explains how people make decisions about putting effort into work performance. According to Amali *et al.* (2023), the theory holds that individuals are motivated by the belief that task proficiency will produce beneficial outcomes. Expectancy theory focuses on the decision process people make in putting in an effort in their work. Vroom's model is based on components of expectancy, instrumentality, and valence. Watters (2021) holds that expectancy concerns with the amount of effort individuals place in a task with the expected outcomes defined. The expectation theory of motivation was relevant in this study by explaining the effect of inspirational motivation on employee performance. Gyepi-Garbrah, Preko, Mohammed and Mohammed (2023) build on Vroom's model by pointing out that an employee's self-efficacy, prior experiences and the availability of the required resources are some of the factors that influence the expectancy perception. Only when the employees in supermarkets are convinced that they will derive some benefit from their hard work in terms of incentives, salary increments, bonuses, promotion or appreciation would they be motivated. Critics argue that the theory focuses more on extrinsic rewards like money, grades, and recognition, but fails to address the intrinsic drives such as self-actualization, flow, and a sense of belonging (Fang, 2023).

Social Exchange Theory

Social Exchange Theory (SET) was developed and popularized by sociologist George Homans (1958) and later reviewed by Peter Blau (1964). The theory is rooted in the concept that human relationships are formed using a subjective cost-benefit analysis and the comparison of alternatives. Blau (2017) emphasized that social exchanges, unlike purely economic transactions, are based on trust, obligation, and mutual reciprocity. Social exchange theory was relevant in the current study by helping to explain the effect of idealized influence on employee performance. Transformational leadership behaviors are inherently social in nature and create a conducive environment for positive exchanges between leaders and employees (Cropanzano & Mitchell, 2005). The theory is primarily criticized for assuming that all individuals engage in rational calculations of costs and benefits when making decisions (Cook *et al.*, 2013). Human behaviour, particularly in dynamic work environments such as supermarkets, is often influenced by emotions, biases, or cultural norms that cannot be reduced to simple transactional logic. Additionally, the theory lacks specificity in how social rewards and exchanges should be measured, making empirical testing challenging (Ahmad *et al.*, 2023). Nevertheless, its foundational role in explaining workplace behaviors and motivation in leadership settings ensures it remains an integral theory in human resource management and organizational behaviour research.

Self-Determination Theory (SDT)

Self-Determination Theory (SDT) was developed by Edward Deci and Richard Ryan (1985) and helps in understanding human motivation, especially in the context of work and learning. According to the theory, people are most motivated and perform best when three basic psychological needs are met: autonomy, competence, and relatedness (Deci, Olafsen, & Ryan, 2017). When these needs are satisfied, individuals experience enhanced engagement, creativity, satisfaction, and performance. SDT is well-aligned with the components of transformational

leadership outlined in this study. Leaders who practice inspirational motivation and intellectual stimulation often provide meaningful goals and challenges that build employee competence and encourage innovation (Ryan & Deci, 2024). Some critiques argue that it places too much emphasis on intrinsic motivation, sometimes underestimating the practical and motivating power of extrinsic rewards such as salary, promotions, or recognition (Deci, Olafsen & Ryan, 2017). The theory assumes that all individuals equally value autonomy, competence, and relatedness, which may not be universally applicable across cultures or personality types. In high-pressure retail environments like supermarkets, employees may prioritize job security or income over psychological needs. This theory continues to serve as a strong theoretical framework in human resource management, especially for examining the impact of leadership styles on employee motivation and sustained performance outcomes.

CONCEPTUAL FRAMEWORK

Figure 1 shows the study's conceptual framework which depicts the variables under investigation and illustrates how they are connected.

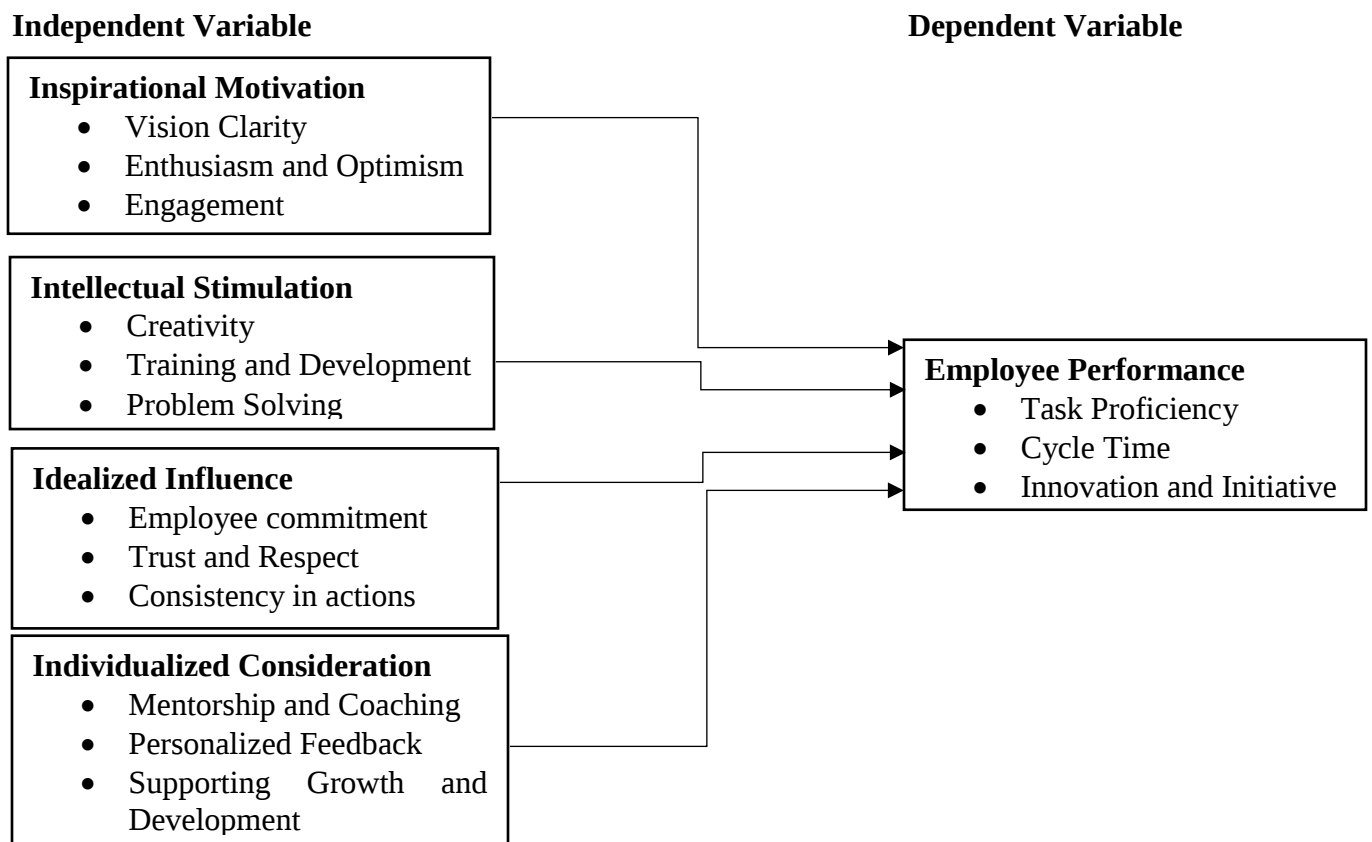


Figure 1: Conceptual Framework

Source: Researcher (2025)

Empirical Literature Review

Muthusi *et al.* (2024) examined influence of inspirational motivation on organizational performance in private universities in Nairobi City County, Kenya. The study used transformational leadership theory. Descriptive research design was used and the target population

was 285 respondents that were determined using purposive and simple random sampling. SPSS version 25 was used to analyze primary data collected through questionnaire. The study found out that inspirational motivation has a positive significant relationship with organizational performance. This study's target population were 285 while the current study's target population were 380 respondents that offered a wider scope.

Komakech, Obici and Mwesigwa (2021) researched on the effectiveness of inspirational motivation on the performance of public health employees in mid-northern Uganda. The study used social exchange theory. A cross-sectional research design was used where the target sample size was 164 public health workers. Simple random sampling design was used to identify sample frame. The study revealed that inspirational motivation significantly impacted performance of public health workers. This study was conducted in Uganda with different retail environment while the current study was based in Kenya.

Muthimi, Kilika and Kinyua (2021) explored the impact of inspirational motivation on higher education institutions, academic performance: Empirical insights from selected Kenyan universities. The study was anchored on transformational leadership theory and used descriptive and explanatory research designs. The study found a significant positive effect of inspirational motivation on academic performance of the selected universities. This study used two designs, explanatory and descriptive while the current study adopts one research design, descriptive design. Additionally, the study focused on academic performance while the current study focused on employee performance.

Akinnubi and Adeoye (2024) researched on the effect of principal's intellectual stimulation and teachers' job satisfaction in public secondary schools in Oyo state, Nigeria. The study used descriptive research design with a target population of 11,430 teachers in Oyo State, Nigeria. Using the Yamane formula, a sample size of 387 teachers were determined. The study found that intellectual stimulation positively impacts teacher's job satisfaction. This study was however, was not anchored on any theory as was done in the current study through transformational leadership, expectancy, social exchange, and self-determination theories.

Butaki, Ndaita and Matere (2024) studied the influence of intellectual stimulation on teacher productivity in public primary schools in Trans Nzoia West Sub County, Kenya. The study was anchored on the human relations theory and used descriptive research design. The study target population involved 919 teachers and Sub-county quality assurance officers. A sample of 271 respondents was determined using the Krejcie and Morgan (1970) formula. The study found that intellectual stimulation had a significant influence on teacher productivity. This study's dependent variable was teacher productivity while the current study's dependent variable was employee performance.

Komakech Obici and Mwesigwa (2021) researched on the effect of intellectual stimulation on employee performance: reflections on mid-level healthcare workers in Lira district, Uganda. The study used cross sectional research design with a target population of 250 from which a sample of 164 respondents was obtained using the Krejcie and Morgan (1970) formula: The study found that intellectual stimulation had a positive significant effect on employee performance. This study's sample size was 164 while the current study's sample size was 195 respondents obtained through the Yamane (1967) formula.

Kombo and Magali (2023) researched on effects of idealized influence on employees' performance in Malaya College of sports development in Tanzania. The study used explanatory research design

and targeted 43 staff members at Malya College of sports development. The ordinary least squares method was used to analyze data. The study found that role modelling, integrity, respect, honesty, ethical adherence, trust, and effective communication significantly enhance employee performance. This study targeted a college whereas the current study was targeted retail supermarkets.

Makambe and Matlhape (2022) examined the relationship between job satisfaction and employee performance in a supermarket chain located in Francistown, Botswana. Using a quantitative research design and grounded in the Transformational Leadership Theory, the researchers focused on how leadership behaviors affect employee output. Using explanatory research design, the target population included store managers and floor-level employees, from whom data was collected via structured questionnaires. The study found that ethical leadership and the modelling of positive behaviors by supervisors significantly enhanced job satisfaction, which in turn translated into improved employee performance. The study's independent variable was job satisfaction while idealized influence is one of the independent variables in the current study.

Ogola (2021) examined the influence of idealized influence leadership behaviour on employee performance in small and medium enterprises in Kenya. The study was anchored on transformational leadership theory. The study used correlational research design. The study found that idealized influence has a strong positive significant effect on employee performance. This study only used one theory, transformational leadership theory while the current study used four theories namely transformational leadership, expectancy, social exchange, and self-determination theories.

Wanderi and Njuguna (2025) researched on individualized consideration's effect on improvement of performance at the Nyandarua County Assembly in Kenya. The study was anchored on the balanced scorecard theory and transformational leadership theory to explain variable relationship. Using descriptive research design, the study targeted 81 respondents from the county government's top, middle, and low-level management teams. The study found that individualized consideration has a positive significant effect on performance at the county government. This study was however, done on one institution while the current study targeted four institutions which offers more reliable scope.

Muthusi *et al.* (2024) studied individual consideration and organizational performance in private universities in Nairobi County, Kenya. The transformational leadership theory informed the literature review while descriptive research design was used to inform research methodology. The study found that individual consideration has a positive significant effect on organizational performance. This study was conducted in universities while the current study focused on the retail supermarkets.

Kayago *et al.* (2023) researched on influence of individualized consideration dimension on organizational performance of the South Eastern Kenya Economic Bloc (SEKEB) counties with innovation as the moderating variable. The study was anchored on RBV, strategic leadership, and stakeholder, and transformational leadership theories. A descriptive research design was used targeting 408 respondents from which 289 respondents were selected, using stratified random sampling. The study established a positive significant influence of individualized consideration on organizational performance. This study was however conducted on public institutions (counties) while the current study focused on private institutions (retail supermarkets).

RESEARCH METHODOLOGY

Descriptive design was used in this study since it enabled a detailed analysis of the relationships between variables using mean and standard deviation (Ghanad, 2023). Four retail supermarkets in Ongta Rongai town, Kajiado County Kenya from which 380 employees were targeted in this study as shown on Table 1.

Table 1: Target Population

Name of Retail Supermarket	Cashiers	Shelf Attendants	Supervisors	Managers	Total
Naivas Supermarket	25	60	20	15	120
Quickmart Supermarket	20	45	15	10	90
Gravity Supermarket	15	30	10	5	60
Cleanshelf Supermarket	22	55	18	15	110
Total	82	190	63	45	380

Source: Customer Care (2025)

Stratified random sampling design was used and Yamane's (1967) formula used to determine sample size of 195 respondents as shown on Table 2.

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

$$n = \frac{380}{1+380(0.05)^2} = 195$$

Where:

n = Required sample size

N = Population Size

e = Margin Error (5%)

Table 2: Sample Size

Name of Retail Supermarket	Cashiers	Shelf Attendants	Supervisors	Managers	Sample Size
Naivas Supermarket	13	32	10	8	63
Quickmart Supermarket	11	23	6	6	46
Gravity Supermarket	8	15	6	4	33
Cleanshelf Supermarket	12	23	10	8	53
Total	44	93	32	26	195

Source: Customer Care (2025)

Using semi-structured questionnaire to collect primary data, Statistical Package for Social Sciences (SPSS) Version 27 was used to analyze data for descriptive and inferential statistics that were presented in tables and narrations. The multiple regression model used in this study was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Performance of employees

β_0 = Constant Term

β_1 to β_4 = Regression Coefficients

X_1 = Inspirational Motivation

X₂ = Intellectual Stimulation
 X₃ = Idealized Influence
 X₄ = Individualized consideration
 ε = Error term

Ethical standards were observed throughout the study, including maintaining confidentiality, obtaining informed consent, ensuring voluntary participation, and safeguarding participants' data.

RESULTS AND DISCUSSION

Descriptive Statistics

Mean and Standard Deviation (S.D) were used as measures of descriptive statistics in this study using a scale of 1- 5 (Where 5 = Very great, 4 = Great Extent, 3 = Moderate Extent, 2 = Little extent, 1 = No extent).

Inspirational Motivation

Respondents were asked various statements on the effect of inspirational motivation on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya and results presented on Table 3.

Table 3: Descriptive Statistics for Inspirational Motivation

Statement of Inspirational Motivation	Mean	S.D
The supermarket has a clear vision that inspires employees.	3.46	0.762
Leaders in my supermarket show enthusiasm and optimism about the future.	3.44	0.706
Employees are encouraged to actively engage with their work and responsibilities.	3.47	1.105
My manager effectively communicates the supermarket's goals and direction.	4.02	0.977
The leadership encourages a sense of shared purpose among the employees.	3.68	1.107
The supermarkets operates on open-door communication policy to encourage feedbacks	3.66	1.213
Annually, employee are motivated through various schemes for meeting targets	4.06	0.918
The various teams in the supermarket are motivated by goal-sharing principle	3.77	1.089
Team leaders and departmental supervisors are mandated to fully support their staffs in their respective assignments to encourage progression	3.79	1.164
Inspirational motivation has resulted into improved task proficiency among supermarket staffs	3.37	0.811
Aggregate Score	3.672	0.9852

Source: Field Data (2025)

From Table 3, most respondents on a moderate extent agreed that the supermarket had a clear vision that inspired employees (Mean= 3.46; S.D= 0.762), leaders in the supermarket showed enthusiasm and optimism about the future (Mean= 3.44; S.D= 0.706), employees were encouraged to actively engage with their work and responsibilities (Mean= 3.47; S.D= 1.105) while most respondents to a great extent agreed that the managers effectively communicated the retail supermarket's goals and directions (Mean= 4.02; S.D= 0.977). These findings are consistent with those of Muthimi *et al.* (2021) which revealed that inspirational motivation had a great impact on academic performance of selected universities.

Moreover, most respondent to a moderate extent agreed that the leadership encouraged a sense of shared purpose among the employees (Mean= 3.68; S.D= 1.107), the supermarkets operated on open-door communication policy to encourage feedbacks (Mean= 3.66; S.D= 1.213), and most respondents to a great extent agreed that employee were motivated through various schemes for

meeting targets annually (Mean= 4.06; S.D= 0.918). Additionally, most respondents to a moderate extent agreed that various teams in the supermarket were motivated by goal-sharing principle (Mean= 3.77; S.D= 4.859).

Most respondents to a moderate extent agreed that team leaders and departmental supervisors were mandated to fully support their staffs in their respective assignments to encourage progression (Mean= 3.79; S.D= 1.164) while respondents moderately agreed that inspirational motivation had resulted into improved task proficiency among supermarket staffs (Mean= 3.37; S.D= 0.881). On aggregate, most respondents to a moderate extent agreed that inspirational motivation greatly enhances employee performance (Mean= 3.672; S.D= 0.9852). These findings support those of Komakech *et al.* (2021) which established that inspirational motivation directly improves performance of public health workers.

Intellectual Stimulation

Respondents were asked various statements on the effect of intellectual stimulation on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya and results presented on Table 4.

Table 4: Descriptive Statistics for Intellectual Stimulation

Statement of Intellectual Stimulation	Mean	S.D
Leaders in my supermarket encourage creativity in solving work-related challenges.	3.18	0.779
My manager promotes the development of critical thinking among employees.	3.45	0.984
Employees are often involved in problem-solving and decision-making processes.	3.22	0.967
My manager values new and innovative ideas that improve work efficiency.	3.24	0.974
The supermarket supports initiatives that challenge employees to think differently.	4.08	0.910
The supermarkets operates on a policy that encourages generation of new ideas to enhance employee performance	3.63	0.971
There is periodical training and development that are mandatory for all employees	3.81	1.110
Employees are encouraged to challenge the status quo without fear or victimization to enhance their creativity and innovation	3.76	1.080
Through suggestion boxes, employees are encouraged to recommend evidence-based techniques for enhancing their performance and that of the firm	3.54	1.068
Intellectual stimulation has resulted into enhanced employee performance	3.23	0.805
Aggregate Scores	3.514	0.9648

Source: Field Data (2025)

From Table 4, most respondents to a moderate extent agreed that leaders supermarket encouraged creativity in solving work-related challenges (Mean= 3.18; S.D= 0.967), managers promoted the development of critical thinking among employees (Mean= 3.45; S.D= 0.984), employees were often involved in problem-solving and decision-making processes (Mean= 3.22; S.D= 0.949), and managers valued new and innovative ideas that improved work efficiency (Mean= 3.24; S.D= 0.974). These findings support those of Mangwana, Ngoze, and Odero (2024) intellectual stimulation greatly enhances performance of water service companies in western Kenya. Additionally, most respondents to a great extent agreed that the supermarket supported initiatives that challenged employees to think differently (Mean= 4.08; S.D= 0.910), while most respondents

to a moderate extent agreed that the supermarkets operated on a policy that encouraged generation of new ideas to enhance employee performance (Mean= 3.63; S.D= 0.971), and there was periodical training and development that were mandatory for all employees, with an opinion variation between 2.7 and 4.92 (Mean= 3.81; Standard Deviation= 1.110).

Employees were encouraged to challenge the status quo without fear or victimization to enhance their creativity and innovation (Mean= 3.76; S.D= 1.080). Most respondents moderately agree that suggestion boxes were available to enable employees recommended adequate strategies to enhance their and firm's performance (Mean= 3.54; S.D= 1.068), and respondents moderately agreed that intellectual stimulation had resulted into enhanced employee performance (Mean= 3.23; S.D= 0.805). On aggregate, respondents to a moderate extent agreed that intellectual stimulation has a great impact on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya (Mean= 3.514; S.D= 0.9648). These findings are consistent with those of Komakech *et al.* (2021) which revealed that intellectual stimulation had a moderate influence on employee performance.

Idealized Influence

Respondents were asked various statements on the effect of idealized influence on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya and results presented on Table 5.

Table 5: Descriptive Statistics for Idealized Influence

Statement of Idealized Influence	Mean	S.D
Employees in my supermarket are committed to their work and the organization's goals.	3.55	1.145
I trust the leaders in my supermarket to make the right decisions.	3.34	1.057
The actions of leaders in my supermarket are consistent with their words.	3.36	1.153
Leaders in my supermarket set a good example for others to follow.	3.95	0.762
I believe my supervisor's decisions are made with integrity and fairness.	3.84	1.019
All departments within the supermarkets are guided by the culture of trust to enhance team spirits	3.88	1.076
Employees are greatly inspired by the role modelling culture that is mandatory for those in senior management positions	3.95	1.038
The supermarket operates on clearly defined ethical standards that shape employee behaviour	3.86	1.071
Employees are advised and encouraged to be consistent in their responsibilities to enhance their improvement margins	3.91	1.038
Idealized influence has greatly resulted into low absenteeism rates	3.81	0.847
Aggregate Scores	3.745	1.0206

Source: Field Data (2025)

From Table 5, most respondents to a moderate extent agreed that employees in the supermarket were committed to their work and the organization's goals (Mean= 3.55; S.D= 1.145), employee trusted the leaders in the supermarket to make the right decision with an opinion variation between 2.283 and 4.397 (Mean= 3.34; S.D= 1.057), actions of leaders in the supermarket were consistent with their words (Mean= 3.36; S.D= 1.153), and leaders in the supermarket set a good example for others to follow (Mean= 3.95; S.D= 0.762). These results support those of Makambe and Matlhape (2022) which established that ethical leadership and the modelling of positive behaviours by supervisors to a moderate level enhances employee job satisfaction. Additionally, respondents

moderately agreed that employees believed that supervisor's decisions were made with integrity and fairness (Mean= 3.84; S.D= 1.019) and that all departments within the supermarkets were guided by the culture of trust to enhance team spirits, with a variation in opinion between 2.804 and 4.956 (Mean= 3.99; S.D= 1,076).

Respondents moderately agreed that employees were greatly inspired by the role modelling culture that was mandatory for those in senior management positions (Mean= 3.95; S.D= 1.038), and the supermarket operated on clearly defined ethical standards that shaped employee behaviour (Mean= 3.86; S.D= 1.071). Respondents also to a moderate extent agreed that employees were advised and encouraged to be consistent in their responsibilities to enhance their improvement margins (Mean= 3.01; S.D= 1.038), and respondents moderately agreed that idealized influence greatly resulted into low absenteeism rates among employees (Mean= 3.81; S.D= 0.847). On aggregate, respondent to a moderate extent agreed that idealized influence highly enhances employee performance in retail supermarkets in Ongata Rongai town, Kajiado County Kenya (Mean= 3.745; S.D= 1.0206). These findings conform to those of Ogola (2021) which revealed that idealized influence leadership behaviour moderately improves employee performance in small and medium enterprises in Kenya.

Individualized Consideration

Respondents were asked various statements on the effect of individualized consideration on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya and results presented on Table 6.

Table 6: Descriptive Statistics for Individualized Consideration

Statement of Individualized Consideration	Mean	S.D
Leaders in my supermarket provide personalized feedback to employees.	3.43	0.852
I receive mentorship and coaching from my supervisor/manager.	3.39	0.701
The leaders in my supermarket support my growth and career development.	2.81	0.982
My supervisor understands and addresses my personal career aspirations.	3.77	0.776
I feel that my professional growth is a priority for my manager.	3.30	0.928
The supermarket undertakes needs assessment of each employee to understand their capacity to promote sustained firm growth	3.79	0.976
Conducive environment within the supermarkets encourages coaching of new transformational leaders	3.99	0.881
The supermarket promotes mentorship programs targeting employees' leadership skills development	4.18	0.769
Through delegation of duties, employees are motivate to be responsible in their actions and decision-making, thus promoting teamwork	3.56	0.690
Individualized consideration has resulted into enhanced employees output levels, thus supermarket's competitiveness	3.50	1.003
Aggregate Score	3.572	0.8558

Source: Field Data (2025)

From Table 6, respondents to a moderate extent agreed that leaders in the supermarket provided personalized feedback to employees, an opinion variation between 2.578 and 4.282 (Mean= 3.43; S.D= 0.852), employees received mentorship and coaching from their supervisor/manager (Mean= 3.39; S.D= 0.701), while respondents to little extent agreed that leaders in the supermarket supported employee growth and career development. Respondents moderately agreed that supervisors understood and addressed employees' personal career aspirations (Mean= 3.77; S.D=

0.776). These findings contradict those of Khan *et al.* (2021) which found that individualized consideration has a low effect on employee performance. Additionally, most respondents to a moderate extent agreed that employees felt their professional growth was a priority for their manager (Mean= 3.30; S.D= 4.228). Respondents to a moderate extent agreed that retail supermarket undertook needs assessment of each employee to understand their capacity to promote sustained firm growth (Mean= 3.79; S.D= 0.976), and conducive environment within the supermarkets encouraged coaching of new transformational leaders (Mean= 3.99; S.D= 0.881).

Respondents further to a great extent agreed that the supermarket promoted mentorship programs targeting employees' leadership skills development (Mean= 4.18; S.D= 0.769). Respondents moderately agreed that through delegation of duties, employees were motivated to be responsible in their actions and decision-making, thus promoting teamwork (Mean= 3.56; S.D= 0.690), and respondents moderately agreed that individualized consideration had resulted into enhanced employees output levels, thus supermarket's competitiveness (Mean= 3.50; S.D= 1.003). On aggregate, respondents to a moderate extent agreed that individualized consideration improved employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya (Mean= 3.572; S.D= 0.8558). These findings support those of Muthusi *et al.* (2024) which revealed that individualized consideration moderately influences organizational performance in private universities in Nairobi County, Kenya.

Employee Performance

Respondents were asked various statements on the effect transformational leadership on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya and results presented on Table 7.

Table 7: Descriptive Statistics for Employee Performance

Statement of Employee Performance	Mean	S.D
I consistently meet or exceed the performance expectations set by my supervisor.	2.47	0.925
Inspirational motivation has resulted into improved cycle time among employees	3.53	0.956
Intellectual stimulation has resulted into enhanced innovation and team spirits	3.36	0.728
I deliver high-quality work that meets or exceeds the standards set by the supermarket.	3.86	0.731
Idealized influence has resulted into role modelling, thus enhanced task proficiency	4.03	0.906
I am highly productive in completing my daily tasks and responsibilities.	3.75	1.006
Individualized consideration has resulted into motivated workforce, thus improved employee performance	3.87	0.980
I effectively meet customer needs and provide excellent service.	3.91	1.021
Top management's support for coming up of new leaders has resulted into increased responsibility, thanks to high level of duty delegation	3.34	1.041
Transformational leadership has resulted into improved employee performance	3.73	0.711
Aggregate Score	3.585	0.9004

Source: Field Data (2025)

From Table 7, most respondents to a little extent agreed that the consistently met or exceeded the performance expectations set by their supervisors (Mean= 2.47; S.D= 0.925), respondents moderately agreed that inspirational motivation had resulted into improved cycle time among employees (Mean= 3.53; S.D= 0.956), and intellectual stimulation had resulted into enhanced innovation and team spirits among employees (Mean= 3.36; S.D= 0.728), and employees delivered high-quality work that met or exceeded the standards set by the supermarket (Mean= 3.86; S.D=

0.731). These findings reflect those of Saleh and Auso (2025) which found a moderate impact of transformational leadership on competitive advantage for e-business analysis in organizational practice. Most respondents to a great extent agreed that idealized influence had resulted into role modelling, thus enhanced task proficiency among employees (Mean= 4.03; S.D= 0.906), most respondents moderately agreed that employees were highly productive in completing their daily tasks and responsibilities (Mean= 3.75; S.D= 1.006), individualized consideration had resulted into motivated workforce, thus improved employee performance with an opinion variation between 2.89 and 4.85 (Mean= 3.87; S.D= 0.980), employees effectively met customer needs and provided excellent service (Mean= 3.91; S.D= 1.021),

Respondents moderately agreed that top management's support for coming up of new leaders had resulted into increased responsibility, thanks to high level of duty delegation (Mean= 3.34; Standard Deviation= 1.041), and most respondents to a moderate extent agreed that transformational leadership had resulted into improved employee performance (Mean= 3.73; S.D= 0.711). On aggregate, most respondents moderately agreed that transformational leadership moderately affected employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya (Mean= 3.585; S.D= 0.9004). These findings are however, inconsistent with those of Hariadi (2022) which revealed that transformational leadership mediated by readiness to change and work motivation has a little impact on employee performance of PT. Karsa Utama Lestari limited.

Inferential statistics

Inferential statistics refers to the use of sampled data to draw conclusions about the entire population was examined using the regression analysis.

Regression Analysis

The regression model summary was conducted to establish the amount of variation in the dependent variable (employee performance) as explained by the dependent variable (corporate social responsibility). The regression model summary results are presented on Table 8.

Table 8: Regression Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	0.812 ^a	0.659	0.651	0.420

a. Predictors: (Constant), Inspirational Motivation, Intellectual Stimulation, Idealized Influence, Individualized Consideration

Source: Field Data (2025)

From Table 8, the coefficient of determination represented by the adjusted R-square was given as 0.651, equivalent to 65.1%. This meant that holding all factors constant, by 65.1% of employee performance among retail supermarkets in Ongata Ronagi town, Kajiado County, Kenya is explained by transformational leadership. The remaining 34.9% of employee performance is explained by other factors not included or considered in this study.

The Analysis of Variance (ANOVA) was conducted to establish the fitness and adequacy of the regression model adopted in this study and results presented on Table 9.

Table 9: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.328	4	14.582	82.783	0.000 ^b
	Residual	30.121	171	0.176		
	Total	88.449	175			

a. Dependent: Employee Performance

b. Predictors: (Constant), Transformational Leadership

Source: Field Data (2025)

From Table 9, the p-value of $0.000 < 0.05$ and F-statistic= 82.783 meant that the study multiple regression model adopted in this study was fit and adequate in predicting the relationship between employee performance (dependent variable) and transformational leadership (independent variable). To determine the nature and extent of variables relationship in this study, regression coefficients analysis was conducted and results presented on Table 10.

Table 10: Regression Model

Model		Unstandardized		Standardized		Sig.
		β	Std. Error	β	t	
1	(Constant)	0.121	0.219		0.551	0.583
	Inspirational Motivation	0.430	0.040	0.490	10.657	0.000
	Intellectual Stimulation	0.128	0.041	0.145	3.148	0.002
	Idealized Influence	0.210	0.038	0.250	5.467	0.000
	Individualized Consideration	0.271	0.034	0.383	8.035	0.000

a. Dependent: Employee Performance

Source: Field Data (2025)

The findings from Table 10 were interpreted using the following fitted multiple regression model at 95% confidence level;

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

$$Y = 0.121 + 0.430X_1 + 0.128X_2 + 0.210X_3 + 0.271X_4$$

Where:

Y = Performance of employees

β_0 = Constant Term

β_1 to β_4 = Regression Coefficients

X_1 = Inspirational Motivation

X_2 = Intellectual Stimulation

X_3 = Idealized Influence

X_4 = Individualized consideration

ε = Error term

From the Table 10 and above model, the constant term represented by β_0 was given as 0.121. This meant that holding all the components of transformational leadership constant, the employee performance among retail supermarkets in Ongata Rongai, Kajiado County Kenya had an index of 0.121.

H₀₁ Inspirational motivation has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

From Table 10, the study found that inspirational motivation had a significant positive effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya ($\beta = 0.430$; $t = 10.657$; $p = 0.000$). The findings therefore, resulted in the rejection of the above null hypothesis that inspirational motivation has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya. The findings meant that holding all the components of the transformational leadership constant, a unit increase in inspirational motivation would result into increase in employee performance by 0.430 units. These findings were consistent with those of Muthusi *et al.* (2024) which found that inspirational motivation had a positive significant relationship with organizational performance ($\beta = 0.430$; $t = 10.657$; $p = 0.000$)

H₀₂ Intellectual stimulation has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

The study found that intellectual stimulation had a positive significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya ($\beta = 0.128$; $t = 3.148$; $p = 0.002$). Consequently, the study rejected the null hypothesis that there is no statistically significant effect of intellectual stimulation on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya. The findings also meant that holding a factors constant, an increase in intellectual stimulation by one unit would result into increase in employee performance by 0.128 units, holding the other components of transformational leadership constant. These findings however, contradicted those of Komakech Obici and Mwesigwa (2021) which found a significant effect of intellectual stimulation on employee performance.

H₀₃ Idealized influence has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

The study found that idealized influence had a positive significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kenya ($\beta = 0.210$; $t = 5.467$; $p = 0.000$). The study therefore, rejected the null hypothesis that idealized influence has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya. The findings further meant that holding all other components of transformational leadership constant, a unit increase in idealized influence would result in increase in employee performance by 0.210 units. Such findings were concurrent with those of Kombo and Magali (2023) which found that role modelling, integrity, respect, honesty, ethical adherence, trust, and effective communication has a direct significant enhancement on employee performance.

H₀₄ Individualized consideration has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

The study found that individualized consideration has a positive significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya ($\beta =$

0.271; $t = 8.035$; $p = 0.000$). Therefore, the study rejected the null hypothesis that individualized consideration has no statistically significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya. These findings also meant that holding all the components of transformational leadership constant, a unit increase in individualized consideration would result into increase in employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya by 0.271 units. The study findings were supported by those of Wanderi and Njuguna (2025) which revealed that individualized consideration has a positive significant effect on organizational performance at the Nyandarua County government.

CONCLUSION

The study concludes that inspirational motivation has a great positive significant effect on employee performance, intellectual stimulation has a great positive significant effect on employee performance, idealized influence has a great positive significant effect on employee performance, and individualized consideration has a great positive significant effect on employee performance among retail supermarkets in Ongata Rongai town, Kajiado County, Kenya.

RECOMMENDATIONS

To the managements of retail supermarkets, the study recommends for the development and communication of clear vision to inspire the employees. To the employees of retail supermarkets, the study recommends that they actively engage with their work and responsibilities to enhance their performance. The managements of various retail supermarkets should also implement mentorship and coaching programs targeted at developing leadership skills of various employees to be change makers and for continued growth and development of the retail supermarkets.

This study was limited to retail supermarkets in Ongata Rongai town, Kajiado County, Kenya and examine the effect of transformational leadership on employee performance. A comparative is suggested to examine the effect of other leadership styles on employee performance among retail supermarkets in Kenya.

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