

A STUDY ON THE EFFECTS OF MOTIVATIONAL LEADERSHIP ON HUMAN CAPITAL PRODUCTIVITY IN THE KENYA PUBLIC SERVICE: A CASE STUDY OF THE KENYA WILD LIFE SERVICE (KWS)

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ABSTRACT

The aim of this study was to establish the effects of motivational Leadership on human capital productivity in the Kenya public service. Specifically the study sought to: determine the relationship between motivational leadership and human capital productivity in the public service; to identify the benefits (if any) of whether human capital gain from effective motivational leadership; and to determine how effective motivational leadership practices support human capital to achieve positive outcome. The study adopted a census research design. The population comprised all managers based in Kenya Wildlife Service (KWS) headquarters in Langata, Nairobi County. Thirty four (34) KWS managers were interviewed. The study relied on quantitative data and data collected through a questionnaire structured to meet the objectives of the study. Quantitative information was summarized into frequencies, percentages and graphs. Responses were tabulated, coded and processed by use of a computer Statistical Package for Social Science (SPSS) version 17.0 program to analyze the data. Qualitative information in the questionnaire were transcribed and reported in narrative reports. The study found out that the relationship between the workers and the leaders in the KWS within the context of productivity is effective and this is commendable as it shows that the leadership of KWS embraces the spirit of team work. Further, the study found out that KWS prepares workers to transition

from follower to leader with the required skills frequently. This shows that the leadership of KWS is inspirational and recognizes the importance of career development through promotions and in one way it serves to motivate the employees to work hard. The study concludes that KWS deployed sufficient personnel to manage its workforce. The study found that KWS is yet to revive shared vision between levels of leadership; give rewards. This study recommends that KWS should adopt positive reinforcement for good work performance. Furthermore, KWS should inculcate mentorship programmes to groom future leaders. In addition, KWS should increase capacity building, fairness in awarding promotions with clear structure with growth. More so, KWS should come up with programmes such as team building, employee welfare, celebrating heroes' day, trainings and development, mentoring programmes, coaching and role-play programmes, develop succession plans. However, most importantly, KWS should create a conducive working environment. Finally, this study recommends that it is important for the KWS to come up with plans to engage employees in policy formulations. This will act to harness their leadership ability more effectively.

Key Words: *motivational leadership, human capital productivity, Kenya public service, Kenya Wild Life Service (KWS)*

INTRODUCTION

In today's competitive business environment, organizations rely on their leaders to facilitate the changes and innovations required to uphold competitive advantage. Durga and Prabhu (2011), emphasize that leaders are perceived as persons who can single handedly create order out of chaos, navigate organizations through unthinkable environmental turbulence, bring mightiness out of mediocrity, and thrive where lesser mortals will quickly fade away. According to Tandoh (2011), leadership has been altered over time, with the change in human capital requirements resulting in a demand for change in the relationship between a leader and his subordinates. Leaders have been found to influence followers in many ways, including coordinating, communicating, training, motivating, and rewarding (Yukl, 1989). In the modern competitive world business environment, it is vital that organizations employ leadership styles that enable organizations to survive in a dynamic environment (Maritz, 1995; Bass, 1997).

A number of definitions for leadership have been given by several authors for instance, Hellriegel, et al. (2004) define leadership as being the ability to influence others to act toward the attainment of a goal, while Mullins (1999) adds that it is a relationship through which one person influences the behaviour of others. Day (2000), also states that leadership is creating and maintaining a sense of vision, culture, and interpersonal relationships. Motivational leadership is an art form where a leader implements a model and strategy for influencing people to follow them (Howatt, 2003). Howatt (2003), further states that motivational leaders are interested in building a safe and trusting environment, as well as ensuring the company is positioned to be successful in the marketplace.

According to Tandoh (2011), leadership behaviour plays a very important role in enhancing employee job satisfaction, work motivation and work performance. Today's leader must exercise a new type of skill, which is, motivating human capital to achieve increasingly complex and costly goals. In the public sector that role is complicated by the limitations placed upon economics, legal and regulatory requirements, technology, and society. Nonetheless, just as any craftsman employs his tools to complete his work, so are leaders bound to employ human resources to achieve their goals. Good leadership behaviour accelerates the development of most organisations. It therefore plays a critical role in the performance of organisations (Durga and Prabhu, 2011).

According to Ehiorobo (2004), in any serious and competitive society human capital is one of the tools for economic progress. Their welfare is taken into serious consideration because without a dedicated workforce an organization crumbles. It is therefore apparent that the issue of adequate motivation of human capital has relevance in managerial function and activities that are aimed at directing the productive effort of the workforce toward achieving organizational objectives. Knotz et al (1980), holds that management strives to create and

maintain an environment that is conducive to the performance of individuals who are working together in groups towards the accomplishment of pre-selected objective.

The public service is critical to the function of the national economy as it renders services that support growth. Leadership has to be therefore; inspirational and motivational in order to call the workforce into higher performance. In the current set up, the public service needs to rethink ways it could use to strengthen output. Kenya's adoption of a new constitution in 2012 gave new impetus to integrity. It raised the bar for the quality of leadership by putting in place legislative instruments that ensured those selected to public office undergo screening. This was a response to the hitherto dysfunctional system that was deeply affected by official corruption.

According to Transparency International's Global Corruption Report 2009, the cost of corruption is a serious deterrent to potential operations in the public service. In 21% of the companies interviewed within the framework of the World Economic Forum's Global Competitiveness report 2011-2012, corruption was named at the top of the list of obstacles for doing business in the country. This is consistent with findings from the World Bank and IFC Enterprise survey 2007, in which 38% of the companies surveyed reported corruption to be a major constraint to their operations. In spite of progress made; legal and market reforms, formation of the Ethics and Anti-Corruption Commission 2011 after disbanding Kenya Anti-Corruption Commission (KACC), several business surveys reveal that business corruption is still widespread and that companies frequently encounter demands for bribes and informal payments to 'get things done' in Kenya public service. Corruption, lack of transparency and accountability and an inefficient public administration continue to undermine the quality of the public services and the state administration's level of functioning is generally low (Bertelsmann Foundation, 2010). This implies that these steps have not fully succeeded in inspiring quality leadership and in particular human capital productivity as anticipated.

Other factors such as improvement of remuneration have come into play as a motivator. Formation of The Salaries and Remuneration Commission (SRC) established under Article 230 of the Constitution of Kenya and defined in the Salaries and Remuneration Commission Act, 2011 was intended to; regularly review the remuneration and benefits of all state officers, inquire into and determine the salaries and remuneration to be paid out of public funds to state officers and other public officers, keep under review all matters relating to the salaries and remuneration of public officers, and advice the government on the harmonization, equity and fairness of remuneration for the attraction and retention of requisite skills in the public sector. Notably, the leadership quality cannot be argued to be firm and motivational. This has been demonstrated by the high flight to the private sector (World Economic Forum's Global Competitiveness report, 2011-2012).

According to the World Economic Forum's Global Competitiveness report (2011-2012), those that are charged with leading most often harbour personal interests which clash with their beliefs. The government has made efforts to address the situation by eliminating and simplifying business licenses and regulatory procedures as well as streamlining local authority licenses. This is reflected by the country being considered one of the top ten reformers in the World Bank and IFC 2009 'Doing Business' survey. However, the 2012 Bertelsmann Foundation country report notes that the state administrative structures in Kenya, remain inefficient and underperforming and business executives interviewed for the Global Competitiveness report 2011-2012 still perceive government administrative requirements burdensome coupled with underperforming human capital. This raised the need for a study to find out whether motivational leadership has any effects on human capital productivity in the Kenya public service sector in which this study endeavoured to find out.

The Kenya Wildlife Service (KWS) is a state corporation established by an Act of Parliament Cap. 376, established with the mandate to conserve and manage wildlife in Kenya for the Kenyan people and the world and to enforce related laws and regulations. KWS undertakes conservation and management of wildlife resources outside protected areas in collaboration with stakeholders. KWS's goal is to work with others to conserve, protect and sustainably manage wildlife resources. The current challenges facing wildlife and biodiversity conservation in Kenya are many and varied. They include; climate change, habitat degradation and loss, forest depletion, tourism market volatility, human wildlife conflict brought on by population growth and changing land use habits of communities that co-exist with wildlife as well as wildlife crime. To tackle these issues, KWS employs a multi-pronged approach and strategies and engage different interest groups, stakeholders and partners. The community wildlife program of KWS in collaboration with others encourages biodiversity conservation by communities living on land essential to wildlife, such as wildlife corridors and dispersal lands outside parks and reserves. The premise is that if people benefit from wildlife and other natural resources, then they will take care of these resources (KWS, 2014).

Kenya Wildlife Service (KWS) won the Corporate Citizenship and Environmental Focus category during this year's Company Of the Year Awards (COYA). The award recognizes companies that show outstanding community as well as environmental programmes in diverse parts of the country. These are deliberate, planned and sustainable programmes that respond to community-felt needs and have integrated them into a most significant part of its core focus and operations. At the same event, KWS also won second runner's up in both the Leadership and Management and Human Resource Focus categories. These two categories seek to recognize companies with strong leadership record and companies' exemplary talent in performance management systems respectively (KWS, 2014).

STATEMENT OF THE RESEARCH PROBLEM

Kouzes and Posner (2003) assert that leadership is a reciprocal relationship between those who decide to lead and those who decide to follow. Leadership has to be conscious to those it is responsible for if a meaningful connection has to be built. There has been lack of a strong connection between the leadership and the workforce. Many workers are left to cater for their own social mobility where for instance, they seek better skills using their personal resources. Conversely, the top tier cadre are actively supported by the state further aggravating divisions that already exist. This scenario has contributed to the lowering of productivity and service delivery. This does not imply that the workforce is inherently unproductive; rather, it is indicative of the absence of robust leadership that could drive the human capital towards success.

Poor public service performance has been associated with labour rigidities in the market increased fiscal and foreign debt and inflation problems. State corporations provided poor and unreliable services, failed to meet demand and were lagging behind in technology areas like telecommunications (Shirley, 1993). The Kenya public service is characterized by ineffectual leadership which has been motivated by graft, nepotism and ethnic leaning; Transparency International report. This has manifested itself in the charges where poor output is experienced. Besides, potentially productive workforce is left largely untapped as the management normally has fewer personnel with the skills, attributes and motivation to scout talent for further development. Mismanagement, bureaucracy, wastage, pilferage incompetence and irresponsibility by directors and employees are the main problems that have made public service sector to fail to achieve their objectives. A majority of organizations in the private sector have been observed to perform better due to adoption of better leadership styles such as motivational leadership and good corporate governance strategies that lead to their success and survival. Hence, motivational leadership is seen as a potential avenue the management could explore in order to enhance performance.

Although a number of studies have been written on the effects of leadership on human capital productivity in the context of private sector organizations, little empirical research has been published on the effects of motivational leadership on human capital productivity in the public sector organizations, more so in developing countries such as Kenya. This study intends to bridge this gap in knowledge. The numerous studies such as by Sagimo (2002); Gakonyo (2003); Bosire (2009) and Koros (2011) while shading some light on leadership and human capital productivity have not assessed the effects of motivational leadership on human capital productivity in the public sector organizations in Kenya. To address this gap in knowledge and address the time variance there was indeed a need for a study on the same. This prompted a study on the effects of motivational leadership on human capital productivity in the Kenyan public service focusing on the Kenya Wild life Service (KWS). The purpose of this study therefore was to assess the effects of motivational leadership on

human capital productivity in the Kenyan public service focusing on the Kenya Wild life Service (KWS).

RESEARCH QUESTIONS

1. What is the relationship between motivational leadership and human capital productivity in the public service?
2. What benefits (if any) does human capital gain from effective motivational leadership?
3. What effective motivational leadership practices support human capital to achieve positive outcome

LITERATURE REVIEW

Conceptual Framework

Mugenda and Mugenda (2003), define a conceptual framework as a hypothesized model identifying the concepts under study and their relationships. In this framework, there are certain factors that determine the effects of motivational leadership on human capital productivity in the Kenyan public service. These factors include but are not limited to capacity development programmes, motivation, working environment, leadership style inspiration, enthusiasm, discipline and credibility.

Mamoria (1988) defines motivation as a process of creating organizational conditions which encourage company employees to achieve company goals. In the model above, it is identified that human capital productivity requires adequate resources to achieve organizational goals. Motivational leadership has to therefore be committed to render these resources to the human capital as a key productivity enabler. Ghiselli (cited in Mamoria, 1988), opines that among the key traits of leadership is personal motivation which entails creation of enthusiasm within the leader himself to get a task done. A motivated leader has to be enthused about the intended output. This will act as a strong inducement to the followers to enhance their productivity.

Sagimo (2002) argues that productivity could be seen as a measure of organizational competence. In this conceptual framework, if the human capital could be guided effectively to the extent higher productivity levels are witnessed, then it could be argued that this was mediated upon by bold and targeted motivational leadership. Sagimo (2002) contends that a difference in productivity among different organizations expresses the quality of motivation. He continues that physical and mental capacity is always untapped. Therefore, in this framework, productivity is directly influenced by the extent of motivation the leadership extends.

According to Yuql (2006), recognition can be used in appreciating effective performance in an organization. Recognition could be in form of reward. Motivated leadership could bolster its credibility if it promises and rewards followers for desirable behaviour. The leadership has to create clear structures for the identification of exemplary performance and has to steadfastly adhere to them if the followers have to perceive the leadership as disciplined. This will aid in boosting the worker morale towards pursuit of set goals. Yuql (2006) asserts that empowerment is the key in enhancing task commitment, initiative and responsibility among subordinates. Motivational leadership aids in building worker confidence if it empowers the followers with significant responsibility through avenues like delegation.

Leadership can only be understood to be working when effective measurement is brought to bear during its operation (Rice, 2009). Motivational leadership could be said to be properly working when employees align their personal goals with one another and identify with a single brand (Vallaster, 2004). Thus, leadership has to be viewed comprehensively within the context of both the leader and the followers. Motivational leadership has a bearing on the direction of how teams work together. Thomas (1997) underlines this when he argues that motivation plays a significant role in team performance. Motivational leadership needs to be studied further against its effects on follower reaction. Schein (2010) opines that organizational leadership ought to pay close attention to cultural dynamics if its function has to be effective.

Motivational Leadership

Howatt (2003) defines motivational leadership as an art form where a leader implements a model and strategy for influencing people to follow them. This kind of leaders are interested in building a safe and trusting environment, as well as ensuring the company is positioned to be successful in the marketplace. Howatt (2003) further adds that motivational leadership's core principles explain that the leader must first have in place strong ethics, clear vision, definable values, authentic communication, and be genuinely motivated to promote collaboration and positive energy throughout the company.

According to Dubrin (2007), motivational leadership is committed to developing an environment that is predictable, safe, and consistent for people to work in. Jing & Avery (2008) note that motivational leadership promotes the core concept which great leaders can only afford an opportunity for employees to become motivated. In the end, it is each employee's responsibility to take charge of their own motivation. Motivational leadership also promotes that leaders manage systems and lead people (Howatt, 2003).

Motivational leadership has been studied in different perspectives. Much work like Mead and Andrews (2009) have focused on credibility in leadership and its impact on the followers. Academic inquiry has also explored the notion of multicultural recruitment (Oguntebi et. al, 2012) in the modern management practice and how motivational leadership interacts with it.

The foregoing exposition surveys literature about key elements of leadership like credibility, productivity and the environment that would support constructive leadership. It captures common definitions of these key elements and identifies the major hallmarks of their author's thinking.

Human Capital Productivity

OECD (2001) defines human capital as the stock of knowledge, skills, and abilities embodied in individuals that determines their level of productivity. Human capital is not directly measurable, so one must use proxies to quantify it. The most common proxies for human capital are measures of educational attainment. Such measures include the highest level of education obtained and the number of years of schooling. It is assumed that the more formal education a person experiences, the more human capital he or she will accumulate. Human capital affects growth in at least two ways: increases in education and training have the potential to spill over to other individuals, making other workers more productive; and better educated and trained workers are more productive, have more knowledge and make better use of firms' capital investments (Bassanini and Scarpetta, 2001).

Productivity is defined as a measure relating a quantity or quality of output to the inputs required to produce it. It often means labour productivity, which is can be measured by quantity of output per time spent or numbers employed (Bruce, 2003). According to Chevalier (2007), productivity is the relative measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs. Computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period, productivity is a critical determinant of cost efficiency. Dowling, Festing and Engle (2008) defines productivity is the amount of work produced in a given period of time. Productivity relates to the person's ability to produce the standard amount or number of products, services or outcomes as described in a work description. It is not considered in isolation but is considered based on the interrelationship with, performance and profitability.

Cotton (1993) defines employee productivity as the output per worker or output per hour. With the increase in part-time employment and temporary and contract workers, many businesses use hours worked rather than output per worker to measure productivity. Employees are more or less productive based on a variety of objective and subjective factors, including the work environment, motivation, workflow processes and technology. Objective data, such as billable hours, number of products sold, items assembled or claims processed, measure employee productivity (Ichniowski, Shaw & Prennushi, 1997). Employers also use subjective measures. For example, a claims processor may have a high submission rate, but actual productivity may be lower than the data indicates because some claims are resubmitted to correct mistakes (Chevalier, 2007).

According to Zaccarelli (1992), employee productivity is a direct correlation to a company's success. If employees are unmotivated, they will not put forth a strong effort. Without this effort, the company will not reach its potential. If the problem is isolated to a few employees, then those workers are likely the problem. If productivity is down company-wide, management needs to determine the cause. Lack of productivity does not always fall on the employees (Chevalier, 2007). Management must be effective in delegating and monitoring production. If a manager cannot effectively delegate responsibility, the company can't run effectively (Muller-Camen, Croucher and Leigh, 2008). According to Bergheim (2005), Human capital theory suggests that differences in human capital lead to differences in productivity and hence to differences in earnings. The process of acquiring skills is analogous to an investment decision. Like other investment decisions, it requires the outlay of resources now (costs) for expected returns in the future (benefits), and like other investments, it is the prospect of these returns that motivates the individual to undertake such investment (Dearden and Van Reenan, 2005).

Empirical Studies/Correlation

Credibility is human resource's most precious asset (Clark, 2008), cited in Mead and Andrews, 2009). Leadership has to exude impeccable trust to those it directs. In this sense, much work needs to be done incrementally build this relationship. Kouzes and Posner (2003) assert this, when they observe how leaders establish and lose credibility. According to Kamoche (2011), strategic management in Africa is commonly understood from the perspective of how to wade through uncertainties like political instability. Leadership in Africa has to be resilient enough to comfort sudden change and to utilize available resources to boost production. In the Kenyan experience, the public service has had to weather competition from the riveted sector and uncompetitive service cost posing a real challenge to management. The question remains: how are workers to be encouraged to enhance the quality output when the environment is not in support.

In the public service, sourcing its ranks from a multiplicity of culture, poses a puzzle to the managers. Oguntebi et al (2012), underlines that a diverse workforce does not automatically lead to desired outcomes unless proper management is done. This therefore means from the outset, leadership has to be forward thinking and progressive; improvising and adapting good practices that encourage inclusivity and reconciling of cultural differences.

In order for a leader to succeed, a strong personality is required. Mkoji and Sikalieh (2012) assert that personality represents a process of change linking to psychological growth and development of individuals. Motivational leadership will involve repurposing one's personality and providing personal workers thinking towards work. Motivating the human capital will call for closer aligning of goals and necessary action that could actualize them (goals). The human resources have to be impressed upon to direct their energy towards purpose. Vallaster (2004) echoes this when he argues that the employees need to have a

shared value of what their brand stands for. Here, the public service workers have to be organized effectively so their perceptions smoothly tie in with one another and the management.

When working with individuals from different cultures, it is vital to understand how this could be leveraged to ensure proper service delivery. Stanek (2000) opines that cultural understanding is vital when one wants to localize product success. Although the entire organization may have unifying goals and objectives, the operationalization of strategies that will lead to desired achievements has to be sensitive to the local environment. This therefore means a leader has to be an effective listener and interpreter of the organization's intentions. Those that implement her directives will succeed in enhancing the organization's goals to the extent their leader accurately interpreted the set objectives.

There are consequences of not dealing with cultural differences in management. Pheng and Yuguan (2012) argue that mismanaging cultural differences can mean an inability to retain and motivate employees. Employees put more premiums in organizations that recognize their cultural sensibilities. They will almost certainly pay back by enhancing their energy level. This will rub off positively on the set objectives. In retrospect, the leadership qualities of the manager will be broadcast to her superiors. D'sousa (2010) adds that leadership has to be forward thinking, always keen to anticipate change in view of the changing environment.

It is vital to self-evaluate the extent by which the leadership method deployed is working. Rice (2009) notes that, one has to define metrics to track success and more investment should be directed towards initiatives that produce more success. This will ensure that only meaningful approaches are strengthened. Organizational leadership is fraught with challenges in different sections calling for effective monitoring by a proactive leader. There is a growing body of evidence of how motivation can succeed. Mead and Andrews (2009) assert that motivators must operate to the advantage of both the employees and the company in order to be effective in the long term. Many leaders understand motivation from the perspective of the employee. They access incentives to employees overlooking the probable fact that this may create an imbalanced relationship with the management on account of resources expended. The employer has to be adequately satisfied that the moves pursued by the managers to motivate the employees are fairly targeted, balanced and address areas of mutual interest.

Recognition can be a motivating factor (Mead and Andrews, 2009). A leader has to create a high threshold that designates efforts or success that could be recognized in the employees. This is a vital component of motivation as it signposts the standards and future aspirations of the organization. It therefore means that an effective motivational leader has to challenge his charges to scale performance so they gain wide recognition. This will create an atmosphere of competition and hard work.

Herzberg et al (1959, cited in Mead and Andrews, 2009) identify that satisfaction and productivity are only possible when the employee is positively motivated by feelings of achievement, responsibility and recognition. The modern leader has to therefore be observant measured have the ability to inoculate a feeling of confidence which cultivate responsibility in the employees. Workers have to be made to feel their capacity and ability is trusted by the management so that they in turn pay back in creativity and initiative.

Mead and Andrew (2009) argue that an incentive system founded on an inaccurate analysis of needs is unlikely to be ineffective in motivating performance. While it is a common trend for managers to identify and anticipate personal problems experienced by their workers to and resolve them, the whole process may fail because different individuals face separate challenges. Also, their (managers) perceived problem may not be true from the employee's standpoint. To enhance accurate analysis of needs, there has to be a tiered process that stretches through time and monitors the employees from the perspective of the leader and his peers.

O'neil and Drillings (1994) discuss the strategy for enhancing motivation and self-regulating learning and performance. They opine that effective leadership has to dedicate resources in the motivation of individuals taking into cognizance their unique differences. Isaac, Douglas and Zerbe (2001), contrive a motivational model for those who expect to assume a leadership role which they refer to as the Expectancy Theory. They continue that such leaders may have self-defined interests which they may align with follower expectations to mutual benefit. Choosing the right people for the management role is central. Gellerman (1968) emphasizes this that leadership has to carefully draw its personnel from individuals with specialised skills and who understand the followers. The author continues that incrementally their capacity has to be enhanced relative to the responsibilities that they are given.

Thomas (1997) analyses the role of motivation in building successful teams. He opines that motivational leadership has to progressively monitor changing trends and appropriately initiate organizational change that bolsters the leadership function. Bass and Bass (2008) discuss the traditional concepts of leadership. They identify that evidence of leadership exists around man in the primitive organization of early man. Their treatment of leadership is significant especially in their analysis of strategic and executive leadership where distribution of power is examined. Besides this, they also tackle how patterns of behaviour in leadership differ through time depending on the environmental experience.

Schein (2010) examines the concept of organizational leadership. He emphasizes that leadership could address cultural change through a focused approach that attends to the needs of the followers. Multicultural groups; he adds, could be better managed by identifying unique traits in each and assigning a leadership model that smoothly interfaces with their sensibilities. Avolio (2011) observes that transformational leadership is a powerful tool that

can enhance productivity of the followers. He exemplifies this by providing key leadership principles like integrity relating this to its effect of performance.

Relationship between Motivational Leadership and Human Capital Productivity

According to Tandoh (2011), the success of an organization is reliant on the leader's ability to optimize human resources. Tandoh (2011) further states that a good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission: the employees need to be stimulated so that they can be effective; hence effective organizations require effective leadership (Wall, Solum and Sobol, et al, 1996). Fiedler and House, (1988) indicate that organizational performance will suffer in direct proportion to the neglect of this. Kotter (1988) argues for the ever-increasing importance of leadership in organizations, because of significant shifts in the business environments, such as the change in competitive intensity and the need for more participation of the total workforce.

Leadership has been studied from the standpoint of elements that make leadership work. (Mead and Andrews, 2009), but less effort has been dedicated on the role of motivational leadership on human capital productivity. It is vital to investigate the co-relational relationship between leadership and motivation to understand how this affects the productivity of the followers. There has been inquiry into the traditional foundations of leadership (Bass and Bass, 2008) which focused solely on how it developed. The numerous studies such as by Sagimo (2002); Gakonyo (2003); Bosire (2009) and Koros (2011) while shading some light on leadership and human capital productivity have not assessed the effects of motivational leadership on human capital productivity in the public sector organizations in Kenya. This study intends to bridge this gap in knowledge that exists with a view to establish strategies that may effectively improve acceptability, service quality, efficiency and profitability for the survival and growth of the public service sector.

RESEARCH METHODOLOGY

Research Design

Research design is a master plan that specifies the methods and procedures for collecting and analyzing needed information (Zikmund, 2003). The research assumed a descriptive research design based on its intention to explore underlying information. Robson (2004) underlines that; descriptive research aims at availing accurate information on the variables with the intention of bettering understanding of the subject under study. Kothari (2004) affirms this in his argument that descriptive research provides a framework for exploring a social phenomenon while Mugenda and Mugenda (2003) reckons that it offers the study a chance to bring out new insight providing perspective to the variables.

Population

A population refers to an entire group of individuals, events or objects having a common observable characteristic (Mugenda and Mugenda, 2003). A population describes the parameters whose characteristics the research will attempt to describe. The Kenya Wildlife Service was used as a case study of Kenya's public service because of its proximity to the researcher and its identical characteristics of a typical public institution. Besides, it has a management structure that replicates other public service institutions nationwide. It could also offer a clearer representativeness of the findings, which could better generalize to the state public service.

Sampling and sampling technique

According to Cooper and Schindler (2006), sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the larger group from which they were selected. Sampling involves the researcher securing a representative group that will enable him/her to gain information about the population (Mugenda and Mugenda, 2003). Choosing a sample is a key feature of any research undertaking. The target population for this study was 45 managers based in KWS headquarters in Langata, Nairobi County. Since the target population was small in number, this study adopted census of all the managers based in KWS Nairobi office as recommended by Cooper and Schindler (2000). The benefits of using this method are that it increases confidence interval, it has a maximum chance of identifying negative feedback and everyone is involved. Salkind (2005) proposes a rule of the thumb for determining a sample size and says that a size of 30 to 500 is appropriate for most academic researches.

Research Instruments

A questionnaire was used to collect primary data. The questionnaires were preferred in this study because respondents of the study were assumed to be literate and quite able to answer questions asked adequately. Kothari (2004) terms the questionnaire as the most appropriate instrument due to its ability to collect a large amount of information in a reasonably quick span of time. The questionnaires asked questions that inquired about the motivational leadership in the public sector (Appendix IV). These questions obtained responses from the managerial staff in the Kenya Wildlife Service to give better insight to the aspect that encourages or discourages productivity in leadership. The research instruments were administered and responses collected by the researcher, prior to this, each departmental head of KWS was visited so that they could be made aware of the fact that a study will be carried out in their organization. The questionnaires were distributed and collected after three days. Questionnaire package included a letter of introduction (Appendix I), KWS Permission to conduct interview letter (Appendix II) and one questionnaire (Appendix IV). Each person was asked to fill the questionnaire to his or her best of knowledge. The questionnaire was

designed to assure complete anonymity. Forty five questionnaires were delivered to KWS. Interviews were scheduled for top level managers who were involved in the leadership of the organization. In total 34 were interviewed out of 45 contacted, the interviews took at least 15 – 20 minutes and were held on different days following arranged schedules. The researcher took into cognizance that conducting research in a public institution is normally greeted by red tape. Therefore, due patience was needed in getting data from workers. It was envisaged that some respondents could be averse to having their identity exposed, they were protected. The study also structured objective and simple questions that lacked bias and slant. Interviewees responded to questions that are in a language that is easily accessible to them. To protect the validity of the data, the researcher did not interview the interviewees that demanded any form of inducement as they may provide unreliable information.

Data Collection Procedure

Primary data was collected for this study. The data was obtained through semi-structured questionnaires with closed, likert statements and open-ended questions. The closed ended questions and likert statements enabled the researcher to collect quantitative data. To receive more reliable findings, the researcher prepared questionnaires where respondents were to answer closed questions. Primary data sourced from the respondents in the institution and secondary data from the library were the study's key evidence. The researcher selectively sampled and identified data which was easily accessible and important for the problem under investigation. Data was analyzed descriptively to identify already available information on motivational leadership and human capital productivity. Data used included the primary data in the form of interviews and observation. This was vital in identifying current attitudes and also gave perspective to the feedback received.

Data Analyses Methods

The research deployed both qualitative and quantitative methods. According to Kothari (2008) this aided in understanding the main research theme more effectively as both methods will complement each other's deficiencies. The process of data analysis involved data clean up and explanation. The data was then coded and checked for any errors and omissions (Kothari, 2004). Frequency tables, percentages and means were used to present the findings. Responses in the questionnaires were tabulated, coded and processed by use of a computer Statistical Package for Social Science (SPSS) version 17.0 programme for data analysis. The responses from the open-ended questions were listed to obtain proportions appropriately; the response was then reported through descriptive narrative.

RESEARCH RESULTS

This study aimed at establishing the effects of motivational Leadership on human capital productivity in the Kenya public service. The task included determining the relationship between motivational leadership and human capital productivity in the public service;

identifying the benefits (if any) does human capital gain from effective motivational leadership; and determining the effective motivational leadership practices support human capital to achieve positive outcome.

The researcher reviewed previous studies with a view to establish academic gaps which the present study sought to bridge. This was done through library research. The procedure included: reading, evaluating the methodology employed in terms of design choice, target population, sample and sampling procedure data collection instruments (that is suitability, validity and reliability), data collection procedures, data analysis, findings and recommendations. The study benefited from the literature review for it guided the present study by pointing to areas that needed to be investigated.

This study adopted a survey design and employed census research as the main approach to guide the study. The research targeted all managers based in KWS headquarters in Langata, Nairobi County. The respondents were leaders who are knowledgeable with the questions at hand. The research instrument used in data collection was a questionnaire to elicit information from the respondents. To ensure validity of the instruments, expert opinion was sought. Data analysis was started immediately after the field. The data was summarized into frequencies and percentages and presented in graphs, pie charts and tables. This section comprises of discussion based on the specific research objectives of the study.

Background Information

The findings reveal that majority of the respondents were in human resource department, (Table: 4.2), further the findings shows majority of the respondents have been in KWS for more than 4 years (Fig: 4.1). Concerning the distribution of respondents by age, the findings show that majority appear at the age bracket of between 30-35 years (Table: 4.3). The findings also reveal that majority of the respondents are females (Fig: 4.2). Concerning the distribution of respondents by job grade the study found out that majority are Assistant deputy directors (Table: 4.4). In addition the findings depict that majority of the respondents are permanent employees (Fig: 4.3) and finally on the issue of physical status the findings shows that majority of respondents are physically fit (Fig: 4.4).

Motivational Leadership

The findings depict that majority of the respondents agreed that KWS deployed sufficient personnel to manage its workforce (Table: 4.5). In addition, they agreed that the leadership style at the KWs encourage the followers to be creative in the KWS (Fig: 4.5). The study findings reveal that majority of the respondents indicated that the most common resource that the Leaders use to ensure followers actively pursue organizational goals is provision of essential support equipment (Table: 4.6).

The study findings further reveal that majority of the respondents agreed that KWS has been successful in building team leaders that are highly motivated (Fig: 4.6). The study findings reveal that majority of the respondents indicated that the KWS has been successful in building team leaders that are highly motivated (Fig: 4.6). The findings also reveal that majority of the respondents sometimes leaders initiate personal creative strategies towards improving Leader-Follower interaction (Table 4.7). The study findings reveal that majority of the respondents that the KWS is committed in ensuring the Leaders are highly motivated in carrying out the management function (Table 4.8). The explanations given include: performance contract monitoring has been introduced; no motivators are provided; KWS should provide necessary tools for work; no training, promotions id connected to seniors on the board, no rewards; at field level, assistant directors have team building meetings for staff where the staff are rewarded during functions, promotions are done for successions; allowing them to develop their own work plans; despite the challenges, there is commitment in sustaining its workforce; leaders are taken for refresher courses; this is only in applying to high line administration staff; it applies to few staff, especially administrators; and ensuring human resource is valued than any other resource in the organization.

The study findings reveal that majority of the respondents KWS somewhat undertakes Leadership capacity development programmes (Fig: 4.8) and are done yearly (Fig: 4.9). The study findings further reveal that majority of the respondents agreed that KWS values the quality of Leadership among its managers (Fig: 4.10). The study findings reveal that majority of the respondents the extent to which the KWS value the quality of Leadership among its managers is valuable (Fig: 4.11). The explanation given for the No response is that titles matter more than the quality of leaders. The findings also reveal that majority of the respondents indicated that the leaders acculturate to different work environments within the KWS are effective (Table 4.9). The study findings reveal that majority of the respondents indicated that the key work ethos that drives the KWS Leadership model is discipline (Table 4.10).

Human Capital Productivity

The study findings reveal that majority of the respondents indicated that the degree of productivity of the KWS workers is productive (Table 4.11). The study findings further reveals that majority of the respondents indicated that the workers' perception of the quality of KWS Leaders is professional (Table 4.12) and that the most important measure that the KWS has undertaken to enhance worker output quality is capacity development (Table 4.13). The study findings reveal that majority of the respondents indicated that the KWS initiate worker based programmes that enhance the workers' output frequently (Fig: 4.12).

The findings also reveal that majority of the respondents indicated that they would describe the KWS' policy on dealing with a multicultural staff as successful (Fig: 4.13). The study findings reveal that majority of the respondents indicated that the KWS ranks with other

public organizations in the time it takes to address worker concerns as moderate (Fig: 4.14). The study findings reveal that majority of the respondents agreed that the workers support the KWS in realization of its organizational objectives (Fig: 4.15).

The study findings further reveal that majority of the respondents indicated that the extent to which the workers support the KWS in realization of its organizational objectives is moderate support (Table 4.14). The study findings reveal that majority of the respondents indicated that the relationship between the workers and the leaders in the KWS within the context of productivity is effective (Table 4.15). The findings also reveal that majority of the respondents indicated that the KWS prepare workers to transition from follower to leader with the required skills frequently (Table 4.16).

Organizational Environment

The study findings reveal that majority of the respondents indicated that somewhat KWS created an enabling environment for motivational leadership to flourish (Fig: 4.16). The study findings reveal that majority of the respondents indicated that the extent to which KWS created in enabling environment for motivational leadership to flourish is Moderate environment (Table 4.17). The study findings further reveal that majority of the respondents agreed that KWS is a representative of public organizations that actively support Leader-follower development along with organizational development (Fig: 4.17).

Summary of Findings

The study found out that the KWS deploys sufficient personnel to manage its workforce and this means that the leadership of KWS appreciate the fact that in order to offer motivational leadership the leadership must have sufficient followers. The study also found out that KWS leadership has a commitment to transformational leadership. This is commendable because one of the elements of transformational leadership is intellectual stimulation as such leaders encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticize them publicly for the mistakes committed by them. The leaders focus on the “what” in problems and do not focus on the blaming part of it. They have no hesitation in discarding an old practice set by them if it is found to be ineffective.

The study also found out that the most common resource that the leadership KWS leaders use to ensure followers actively pursue organizational goals is provision of essential support equipment. This finding can be applauded since human capital productivity requires adequate resources to achieve organizational goals. Motivational leadership has to be committed to render these resources to the human capital as a key productivity enabler; however, it would be better if KWS moderated the resources that the Leaders use to ensure followers actively pursue organizational goals to minimise the disparity between them.

From the study findings, the study found out that KWS recognizes that an effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence as it has been noted in the literature according to the works of Keashly and Jagatic (2000) and Roberts (2005).

The study found out that KWS somewhat undertakes Leadership capacity development programmes. This shows that KWS embraces training and this concurs with the literature when Gellerman (1968) emphasizes that motivational leadership has to carefully draw its personnel from individuals with specialized skills and who understand the followers, in addition he posits that incrementally their capacity has to be enhanced relative to the responsibilities that they are given.

The study also reveals that KWS embraces training and this concurs with the literature when Gellerman (1968) emphasizes that motivational leadership has to carefully draw its personnel from individuals with specialized skills and who understand the followers, in addition he posits that incrementally their capacity has to be enhanced relative to the responsibilities that they are given. The study further reveals that that KWS values quality of leadership among its managers and this concurs with the work of Howatt (2003) who posit that motivational leadership's core principles explain that the leader must first have in place strong ethics, clear vision, definable values, authentic communication, and be genuinely motivated to promote collaboration and positive energy throughout the company.

The study found out that the most important value in KWS is discipline and this fact correlates with the literature from the work of Avolio (2011), who observes that transformational leadership is a powerful tool that can enhance productivity of the followers. He exemplifies this by providing key leadership principles like integrity relating this to its effect of performance. Integrity in this context can be equated to discipline, and with discipline it is easier to conform to the work ethos of commitment, performance and being enterprising.

The study found that the respondents the KWS workers are productive meaning they are average, therefore it is important for the leaders to investigate the reasons why its employees are not very productive. The study indicate that the workers' perception of the quality of KWS Leaders is professional, which is commendable as this shows credibility and trust that the employees have towards their leaders. This fact is supported by the available literature as Clark, (2008), cited in Mead and Andrews (2009) asserts that credibility is human resource's most precious asset and advices that leadership has to exude impeccable trust to those it directs.

The findings indicates that the most important measure that the KWS has undertaken to enhance worker output quality is capacity development which is commendable, this finding correlates with the works of Bono & Judge (2003) who demonstrates that transformational

leadership has a positive influence on empowerment, job satisfaction, commitment, trust, self-efficacy beliefs and motivation. The study found that KWS initiate worker based programmes that enhance the workers' output frequently this is correlated with literature as Rice (2009) notes that, leaders have to define metrics to track success and more investment should be directed towards initiatives that produce more success.

The study found out that the respondents indicated that they would describe the KWS' policy on dealing with a multicultural staff as successful and this concurs with the literature as Schein (2010) examines the concept of organizational leadership and he emphasizes that leadership could address cultural change through a focused approach that attends to the needs of the followers. Multicultural groups; he adds, could be better managed by identifying unique traits in each and assigning a leadership model that smoothly interfaces with their sensibilities relationship.

The study found out that the relationship between the workers and the leaders in the KWS within the context of productivity is effective and this is commendable as it shows that the leadership of KWS embraces the spirit of team work. The study found that the respondents the KWS prepare workers to transition from follower to leader with the required skills frequently. This shows that the leadership of KWS recognizes the importance of career development through promotions and in one way it serves to motivate the employees to work hard. This is finding correlate with the work of Mead and Andrews (2009) who observes that recognition can be a motivating factor, they continue to observe that a leader has to create a high threshold that designates efforts or success that could be recognized in the employees.

The study found out that somewhat KWS created an enabling environment for motivational leadership to flourish. This can be interpreted to mean that to some extent KWS leadership recognizes that motivational leadership promotes leaders managed systems and lead people. The study found that KWS has created an enabling environment for motivational leadership to flourish. This can be interpreted to mean that KWS leadership values the importance of motivational leadership to the success of this organization. The study found that the majority of the respondents indicated that KWS is a representative of public organizations that actively support Leader-follower development along with organizational development. Although majority of the respondents indicated that KWS is a representative of public organizations that actively support Leader-follower development along with organizational development, the number of this respondents is not representative enough relatively therefore KWS need to improve on this issue.

CONCLUSIONS

Based on the findings of the study, the following main conclusions were made for the effects of motivational Leadership on human capital productivity in the Kenya public service. There is a direct relational link between motivational leadership and human capital productivity.

The research findings demonstrated that Motivational leadership that is inspirational directly influence the human capital productivity. The followers could thereby exhibit higher output if deliberate effort towards empowerment of their activities is undertaken. Human capital can positively gain from effective motivational leadership by getting to be repurposed in personality and thinking towards work.

Also by aligning goals that actualize the human capital thus achieving a shared value of what the organisational brand stands for thereby having their perceptions smoothly tie in with one another and the management. Capacity development programmes, provision of working tools and environment are key productivity enablers.

From this study, motivational leadership practices that support human capital to achieve positive outcome include: effective delegation, monitoring performance, Credibility, inclusivity and reconciling of cultural differences, a spirit of cooperation, sense of commitment and satisfaction within the sphere of influence, recognition of achievement; responsibility and trust by the management, Incentive system founded on an inaccurate analysis of needs is unlikely to be effective in motivating performance. The above can as well be considered as the outcomes or effects of motivational leadership in human capital productivity all of which are positive and will make employees in turn pay back in creativity and initiative. Motivational leadership is therefore the key in human capital productivity and broadly for any organisational performance.

RECOMMENDATIONS

Recommendations for policy and practice

The study recommends that KWS revives shared vision between levels of leadership; provide rewards as means of motivating employees , in addition to recommendation and positive reinforcement for good work performance. Furthermore, KWS should initiate mentorship programmes to groom future leaders; increase capacity building; fairness in awarding promotions. In addition, KWS should entrench clear structure for growth and more motivational packages for staff. More so, KWS should come up with programmes such as team building, employee welfare, celebrating heroes' day, trainings and development, mentoring programmes, coaching and role-play programmes, develop succession plans. However, most importantly, KWS should create a conducive working environment. Finally, this study recommends that it is important for the KWS to come up with plans to engage employees in policy formulations. This will act to harness their leadership ability more effectively.

Recommendations for further research

This study sought to establish the effects of motivational Leadership on human capital productivity in the Kenya public service attempting to bridge the gap in knowledge that

existed. Although the study attained these, it mainly focused on one organization that is Kenya Wildlife Service (KWS). There is need to replicate the study using many other organizations from different public service firms in an attempt to compare the findings. There is need to conduct a similar study which will attempt to find out the effects motivational Leadership on human capital productivity in other organizations in the Kenyan public sector.

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