TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE IN MANDERA COUNTY GOVERNMENT, KENYA

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ABSTRACT

In Mandera County Government, Kenya, fostering optimal employee performance is imperative for organizational effectiveness and public service delivery. While transformational leadership's positive effects on organizational outcomes are well-documented, less is known about its specific impact within the unique cultural and organizational context of Mandera County Government. The county grapples with several challenges, including limited resources, bureaucratic constraints, absenteeism, insecurity threats and poor service delivery and cultural factors that may shape the effectiveness of transformational leadership practices. The general objective of this study is to assess the effect of transformational leadership on employee performance in Mandera County Government, Kenya. Specifically, the study sought to determine the effect of inspirational motivation on employee performance in Mandera County Government, Kenya and to examine the effect of individualized consideration on employee performance in Mandera County Government, Kenya in Kenya. This research was based on social exchange theory and resource-based view theory to explain the relationship between the study variables. The population for the study was the 1920 employees at Mandera County Government. Stratified random sampling technique was utilized where respondents were classified based on their department. The sample size was 331 employees arrived at using Yamane formula. Primary data was collected through structured questionnaires and were analyzed descriptively by use of means and standard deviation and inferentially by use of correlation and regression analyses using SPSS version 27. Data was presented in form of frequency tables. The study concludes that inspirational motivation has a positive and significant effect on employee performance in Mandera County Government, Kenya. The study also concludes that individualized consideration has a positive and significant effect on employee performance in Mandera County Government, Kenya. From the findings, this study recommends that County leadership should articulate a compelling vision that resonates with employees' aspirations and values. When leaders paint a clear and inspiring picture of the future, employees feel connected to a meaningful purpose beyond their daily tasks.

Key Words: Transformational Leadership, inspirational motivation, individualized consideration

Background of the Study

In the current era of globalization, characterized by rapid technological advancements, heightened competition, and increasing demands for efficiency and effectiveness, employee performance in the public sector holds paramount importance. As governments worldwide strive to meet the evolving needs and expectations of their citizens, the effectiveness of public services becomes a critical determinant of overall societal well-being and economic competitiveness (Perugini, 2024). High-performing public sector employees as per Oatis (2022) are essential for delivering quality services, implementing policies, and managing resources effectively. Moreover, in a globalized world where information flows freely and public perceptions can influence international relations and investment, the reputation of a government is closely tied to its ability to deliver on its promises and efficiently allocate resources (Nedopil & Yue, 2024).

Transformational leadership has emerged as a powerful framework for enhancing employee performance in the public sector by inspiring and motivating individuals to exceed expectations and embrace organizational goals. Transformational leaders in the public sector emphasize vision and purpose, articulating a compelling narrative that aligns with the broader societal objectives (Awaale, 2024). Nugroho and Muslim (2024) noted by communicating a clear vision for the future and instilling a sense of purpose among employees, transformational leaders foster a shared commitment to public service excellence. This shared vision serves as a guiding beacon, guiding employees through challenges and uncertainties, and rallying them towards common goals, thereby enhancing their performance and dedication to organizational objectives (Tran & Hoang, 2024).

Transformational leaders in the public sector leverage inspirational motivation to energize and empower their teams. Through effective communication and role modeling, these leaders cultivate a culture of optimism, resilience, and innovation (Kılıç & Uludağ, 2021). By celebrating achievements, acknowledging contributions, and providing meaningful feedback, Fareed and Su, (2022) concluded transformational leaders create an environment where employees feel valued, supported, and motivated to perform at their best. This motivational climate not only boosts morale and job satisfaction but also encourages employees to proactively seek out opportunities for growth and development, ultimately leading to enhanced performance and productivity across the organization (Mukhlisin et al., 2024).

Furthermore, transformational leaders in the public sector prioritize individualized consideration, recognizing the unique needs, strengths, and aspirations of each employee. By fostering personalized relationships and offering tailored support and development opportunities, these leaders create an inclusive and supportive work environment where employees feel empowered to unleash their full potential (Chau et al., 2022). Through coaching, mentoring, and regular feedback, transformational leaders provide guidance and support to help employees overcome challenges, develop their skills, and achieve their career goals (Alamri, 2023). This personalized approach as per Fakhrudi and Riani (2023) not only enhances employee engagement and retention but also cultivates a culture of continuous learning and improvement, driving sustained performance excellence in the public sector.

In China, transformational leadership has played a pivotal role in driving economic growth, innovation, and organizational performance across various industries and sectors (Lim & Moon, 2022). With its emphasis on vision, inspiration, and intellectual stimulation, transformational leadership has been instrumental in fostering entrepreneurship, promoting technological advancement, and enhancing organizational agility in the rapidly evolving Chinese economy (Fan et al., 2023). In the public sector, Zhang et al. (2020) noted transformational leaders have been

instrumental in driving government reforms, promoting transparency, and enhancing public service delivery. By empowering employees, fostering collaboration, and promoting meritocracy, these leaders have helped build a more responsive, efficient, and accountable government, thereby enhancing overall performance and public satisfaction (Chu et al., 2021).

In South Africa, transformational leadership has been instrumental in driving employee performance and organizational effectiveness across various sectors, including government, business, and civil society (Grobler & Grobler, 2023). With its emphasis on vision, inspiration, and individualized consideration, transformational leadership has played a pivotal role in promoting reconciliation, social cohesion, and economic development in post-apartheid South Africa (Haricharan, 2023). In the public sector, John et al. (2023) argue transformational leaders have been key drivers of government reforms, promoting accountability, transparency, and service delivery excellence. Moreover, in the corporate sector, transformational leadership has been associated with higher levels of employee engagement, innovation, and competitiveness, driving sustained organizational performance and growth in the region (Msila, 2022).

In Kenya, transformational leadership has become increasingly recognized as a critical driver of employee performance and organizational success across various sectors, including government, business, and civil society (Nyambura et al., 2023). With its emphasis on vision, inspiration, and individualized consideration, transformational leadership has played a pivotal role in fostering innovation, accountability, and socio-economic development in Kenya (Githui et al., 2024). In the public sector, Njiiri (2024) noted transformational leaders have been instrumental in driving government reforms, promoting good governance, and improving service delivery to citizens. Moreover, in the private sector, transformational leadership has been associated with higher levels of employee motivation, productivity, and job satisfaction, leading to improved organizational performance and competitiveness in the Kenyan market (Njoroge et al., 2022).

Statement of the Problem

Mandera County Government in Kenya grapples with several challenges, including limited resources, bureaucratic constraints, absenteeism, insecurity threats and poor service delivery. Over recent years, there has been a noticeable decline in employee performance metrics within the county, resulting in significant repercussions such as decreased revenue generation, decreased service delivery, and increased dissatisfaction among citizens (Derow & Muhindi, 2021). This decline in performance can be attributed to various factors, including ineffective leadership, lack of motivation, and insufficient support for employees. The consequences of this problem are substantial, impacting not only the county's financial stability but also its ability to meet the needs of its residents effectively (Kala, 2020). If left unaddressed, this issue is likely to persist and exacerbate, leading to further economic strain, decreased public trust, and continued underperformance within the county government (Jumanne et al., 2023).

Existing literature on leadership and employee performance provides valuable insights into the dynamics at play within organizations, but there are notable gaps in the context of the public sector, particularly within counties like Mandera (Alshamsi et al., 2020; Njiiri, 2024; Hammad, 2023) . While some studies have examined the impact of transformational leadership on employee performance in other settings, there is a lack of research specifically focusing on this relationship within the context of county governments in Kenya (Nyambura et al., 2023; Githui et al., 2024; Mburu et al., 2024). Furthermore, empirical studies investigating the specific dimensions of transformational leadership—such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—and their effects on employee performance in the public sector are limited. By addressing these gaps, this research aims to contribute to a deeper

understanding of the factors influencing employee performance within Mandera County Government and provide actionable insights for improvement.

This research holds significant implications for both theory and practice within the field of public administration and organizational leadership. By exploring the relationship between transformational leadership and employee performance in the specific context of Mandera County Government, this study has the potential to validate existing theories and frameworks while also uncovering unique insights relevant to the public sector in Kenya. Furthermore, the findings of this research are expected to inform practical interventions and policy decisions aimed at improving leadership effectiveness and enhancing employee performance within the county government.

Research Objectives

General Objective

The general aim of this research was to assess the effect of transformational leadership on employee performance in Mandera County Government, Kenya.

Specific Objectives

i. Determine the effect of inspirational motivation on employee performance in Mandera County Government, Kenya.
ii. Examine the effect of individualized consideration on employee performance in Mandera County Government, Kenya.

Theoretical Review
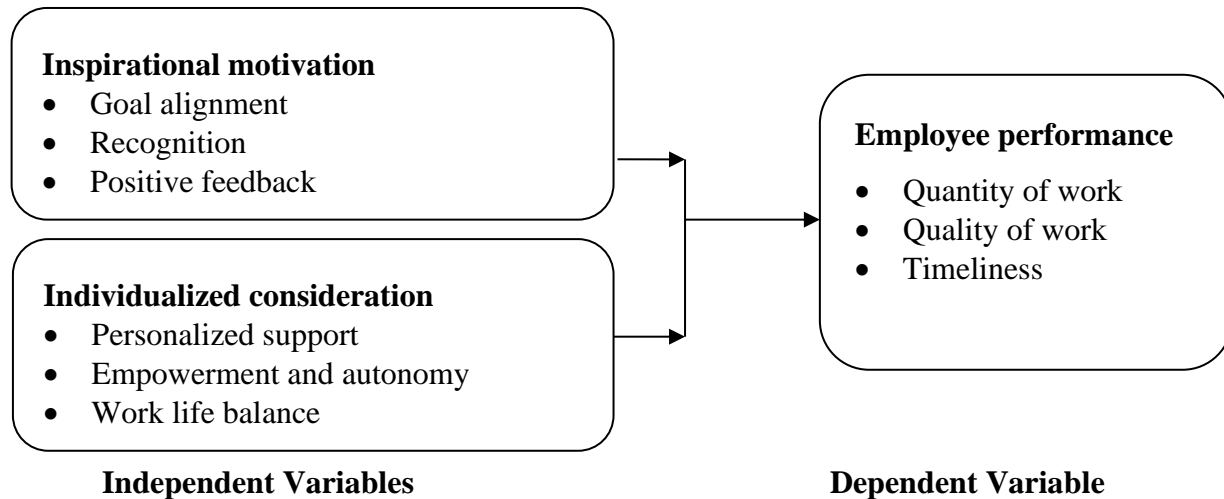
Social Exchange Theory

Social exchange theory was developed by sociologist George Homans in the 1950s and further expanded by Peter Blau in the 1960s. The theory postulates that social interactions involve an exchange of resources between individuals or groups, and the nature and quality of these exchanges influence the stability and dynamics of social relationships. According to social exchange theory, individuals engage in social interactions based on the expectation of receiving rewards and avoiding costs. These rewards and costs can be tangible (e.g., money, goods) or intangible (e.g., social support, recognition). Social exchange theory posits that individuals are motivated to maintain relationships that provide more rewards than costs and are likely to terminate relationships characterized by high costs and low rewards (Sulistyan, 2020).

Resource Based View Theory

This theory was pioneered by Penrose (1959) whose work anticipated the modern approach to strategy in general, and the resource-based view (RBV) but later proposed by Wernerfelt (1984) and later developed and refined by Barney (1991). The RBV theory postulates that a firm's unique resources and capabilities are the primary sources of sustained competitive advantage. According to this theory, a firm's resources can be classified into two categories: tangible and intangible. Tangible resources are those that are physical in nature and can be easily quantified, such as financial resources, physical assets, and technological resources. Intangible resources, on the other hand, are those that are difficult to quantify and are rooted in the firm's culture, knowledge, and human capital, such as reputation, brand equity, and employee expertise. The RBV theory suggests that a firm's resources can create a competitive advantage if they are valuable, rare, inimitable, and non-substitutable (VRIN). Resources that meet these criteria are referred to as strategic resources, as they can provide a firm with a sustained competitive advantage over its rivals (Wernerfelt,1984).

Conceptual Framework

A theoretical structure helps to link the research variables diagrammatically (Zikmund et al., 2019). This study contains independent variables (transformational leadership) and the dependent variable (employee performance in Mandera County Government, Kenya) linked by a theoretical structure. Figure 2.1 shows the theoretical background of the study.

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┌─────────────────────────────┐
│ Inspirational motivation    │
│  • Goal alignment           │ ──────┐
│  • Recognition              │       │        ┌─────────────────────────────┐
│  • Positive feedback        │       │        │ Employee performance        │
└─────────────────────────────┘       └──────> │                             │
                                                │  • Quantity of work         │
┌─────────────────────────────┐       ┌──────> │  • Quality of work          │
│ Individualized consideration│       │        │  • Timeliness               │
│  • Personalized support     │ ──────┘        │                             │
│  • Empowerment and autonomy │                └─────────────────────────────┘
│  • Work life balance        │
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Independent Variables   **Dependent Variable**

Figure 2.1: Conceptual Framework

Inspirational Motivation

Inspirational motivation is a leadership behavior characterized by the leader's ability to inspire and motivate followers by fostering a shared sense of purpose, optimism, and enthusiasm for achieving collective goals (Kehr et al., 2023). As per Muñoz-Pascual et al. (2021) leaders who exhibit inspirational motivation are skilled at communicating a compelling vision for the future, instilling confidence and belief in their followers' ability to contribute to that vision, and creating a supportive and energizing work environment. This form of leadership is essential for fostering a sense of commitment, engagement, and resilience among followers, as it provides them with a sense of meaning, direction, and empowerment in their work (Zahari, 2023).

Several indicators can be used to assess inspirational motivation effectively. Goal alignment measures the extent to which leaders align individual and team goals with the organization's vision and mission, motivating employees to strive towards common objectives (Virgiawan et al., 2021). Abolade (2024) argue this indicator focuses on the clarity, relevance, and alignment of goals with the broader organizational purpose, as well as the leader's ability to communicate them effectively and garner support from followers. Encouragement and recognition assess the frequency and effectiveness of leaders' efforts to encourage and recognize employees' contributions and achievements, fostering a sense of pride and motivation. This indicator examines the extent to which leaders acknowledge and celebrate successes, provide positive reinforcement, and create opportunities for employees to feel valued and appreciated (Haricharan, 2023). Positive feedback as per Tan et al. (2023) evaluates leaders' ability to provide constructive and motivational feedback to employees, reinforcing desired behaviors and inspiring continued effort and improvement. This indicator focuses on the quality, specificity, and timeliness of feedback, as well as the leader's ability to provide encouragement and support for employees' growth and development.

Individualized Consideration

Individualized consideration is a leadership behavior characterized by the leader's ability to recognize and address the unique needs, strengths, and aspirations of individual followers by providing personalized support, guidance, and development opportunities (Malik & Malik, 2023). Shao et al. (2022) claim leaders who exhibit individualized consideration demonstrate a genuine interest in understanding and supporting the growth and well-being of each employee, tailoring their leadership approach to accommodate diverse personalities, preferences, and career aspirations. This form of leadership is essential for fostering a sense of belonging, empowerment, and fulfillment among followers, as it demonstrates respect, empathy, and investment in their personal and professional growth (Adem et al., 2022).

Several indicators can be used to assess individualized consideration effectively. Personalized support measures leaders' efforts to understand the unique strengths, needs, and aspirations of individual employees and provide tailored support and guidance to help them succeed. This indicator focuses on the leader's ability to listen actively, provide mentorship and coaching, and offer resources and opportunities that align with employees' individual goals and development plans (Jong & Ford, 2021). Le and Le (2021) claim empowerment and autonomy assess the extent to which leaders delegate authority and decision-making responsibilities to employees, empowering them to take ownership of their work and make meaningful contributions. According to Budur and Demir (2022), this indicator examines the level of autonomy, trust, and accountability afforded to employees, as well as the leader's willingness to empower employees to make decisions and take initiative. Work-life balance evaluates leaders' support for employees' well-being by promoting work-life balance, accommodating personal needs and priorities, and fostering a healthy and supportive work environment. This indicator focuses on the leader's efforts to create flexible work arrangements, encourage self-care and stress management, and promote a culture of wellness and mutual respect within the team (Baharom et al., 2022).

Empirical Review of Literature

Inspirational Motivation

Magambo (2023) investigated the impact of inspirational motivation on employee performance of insurance sector in Kenya. Applying the Social Learning Theory, the research utilized a cross-sectional survey design with 250 participants. The results indicated a positive and significant relationship between inspirational motivation initiatives and improved employee performance in insurance sector in Kenya.

Githatu (2022) study conducted in Kenya, aimed to explore the relationship between inspirational motivation practices and employee performance outcomes in a sample of Private Hospitals in Nakuru County, Kenya. Applying Human Capital Theory, the research utilized a longitudinal design, incorporating data from over 500 organizations. Structural equation modeling (SEM) was employed to assess the positive and significant relationship between inspirational motivation investments and improved employee performance over time.

Muñoz-Pascual et al. (2021) study conducted in the context of Spanish small and medium-sized enterprises (SMEs), this study aimed to examine the impact of inspirational motivation on employee performance. Drawing on the Social Exchange Theory, the research employed a mixed-methods approach with surveys and interviews, including data from 150 participants. The findings highlighted a positive association between inspirational motivation and enhanced employee performance in Spanish SMEs.

Alghusin and Al-Ajlouni (2020) focused on the Jordan banking sector, this study investigated the impact of inspirational motivation practices on the perceived performance and job satisfaction of

employees. Applying the Resource-Based View (RBV) theory, the research employed a cross-sectional survey design with 300 healthcare professionals. The findings indicated a positive association between effective inspirational motivation practices and both perceived employee performance and job satisfaction in the Jordan banking sector.

Individualized Consideration

Akpan (2023) focused on deposit money banks in Nigeria, this study aimed to examine the impact of individualized consideration practices on employee outcomes, including job satisfaction and performance. Employing a cross-sectional survey design, the study included a diverse sample of banking professionals. Grounded in the Social Identity Theory, the research explored the ways in which individualized consideration practices contribute to employee well-being and performance. Results indicated a positive association between effective individualized consideration, job satisfaction, and employee performance in deposit money banks in Nigeria. This study provides valuable insights into the unique challenges and opportunities for individualized consideration in the banking sector and its impact on employee performance.

McCall (2022) focused on the United States, this study investigated the relationship between individualized consideration practices and employee outcomes, including job satisfaction and performance. Employing a cross-sectional survey design, the study included a diverse sample of employees from various industries. Grounded in the Social Exchange Theory, the research explored the reciprocal relationships between individualized consideration practices, job satisfaction, and employee performance. Results indicated a positive association between effective individualized consideration and enhanced job satisfaction and employee performance. This study provides valuable insights into the role of individualized consideration in shaping employee experiences and performance in diverse workplace contexts.

Munene and Nyaga (2022) study, conducted in Kenya, aimed to examine the impact of individualized consideration on employee performance among non-governmental organizations in Nairobi, Kenya. Utilizing a longitudinal research design, the study spanned multiple years and industries. Grounded in Social Identity Theory, the research explored the ways in which individualized consideration practices contribute to employee performance. Results indicated that organizations with effective individualized consideration practices experienced positive outcomes, including improved employee performance. This research contributes valuable insights into the long-term impact of individualized consideration on organizational success, with implications for enhancing employee performance in diverse work environments.

Valldeneu et al. (2021) study conducted in the context of multinational organizations aimed to explore the impact of individualized consideration practices on team outcomes, including team performance. Utilizing a mixed-methods approach, the research included surveys and interviews with team members. Drawing on the Social Categorization Theory, the study investigated how individualized consideration practices contribute to team performance. Results indicated that organizations with inclusive and effective individualized consideration practices experienced positive team outcomes, including improved team performance. This research contributes insights into the complex dynamics of individualized consideration in global organizations and its implications for enhancing team and, by extension, individual employee performance.

RESEARCH METHODOLOGY

Research Design

A descriptive research design will be adopted. A descriptive research design gives way for an in-depth breakdown and understanding of a specific phenomenon as it is in the present condition

(Cooper & Schindler, 2021). Descriptive design was used to describe the research variables in terms of their mean and standard deviations. The design was also used in establishing the relationships between study variables.

Population of the study

In this respect, the focus population of this research was the 1920 employees in Mandera County Government, Kenya. The distribution of the population is as shown in Table 3.1.

Table 3.1: Target Population

Department	Number of Employees
Water, Energy, Environment & Natural Resources	100
Roads, Public Works, & Housing	70
Health Services	500
Public Service & Devolved Units	120
Lands & Urban Development	100
Finance & Economic Planning	130
Youth, Gender, Sports, Culture & Social Services	100
Agriculture, Livestock & Fisheries	100
Education	600
Trade, Investment, Industry and Cooperative Development	100
Total	1920

Source: Mandera County Government Internal Data (2024)

Sampling Frame

A sampling frame is the list of the sampling units from which those to be contacted for inclusion in the sample is obtained. According to Yin (2021) sampling frame is the actual set of units from which a sample has been drawn. The 1920 employees in Mandera County Government, Kenya comprised the study's sampling frame.

Sample and Sampling Technique

The selection structure of the study comprised of 1920 employees in Mandera County Government, Kenya. This study used stratified random sampling as this technique allows the researcher to divide the sample into appropriate strata that are mutually exclusive. The employees were divided according to their department. Cooper and Schindler (2021) stated that this sampling procedure produces a statistical efficiency increase on the sample, gives sufficient data that analyzes the respective sub-population and allows different study methods to be utilized in different strata. Khan (2020) stated that the method involves the subdivision of the research population into independent subgroups and obtaining the simple random sample for every subgroup.

The study adopted Yamane (1967) formula with assumption of 95% of confidence level to estimate the sample size.

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

Where:

n = sample size

N = population size

e = the level of precision

1 = Constant

$$n = 1920/ 1+ 1920(0.05)^2$$
$$= 331.03 \approx 331 \text{ respondents}$$

The sample size for this research was 331 employees after substituting these numbers into the calculation above. Table 3.2 shows the sample size as follows:

Table 3.2: Sample Size

Target Population	No. of Employees	Sample Size
Water, Energy, Environment & Natural Resources	100	17
Roads, Public Works, & Housing	70	12
Health Services	500	87
Public Service & Devolved Units	120	21
Lands & Urban Development	100	17
Finance & Economic Planning	130	22
Youth, Gender, Sports, Culture & Social Services	100	17
Agriculture, Livestock & Fisheries	100	17
Education	600	104
Trade, Investment, Industry and Development	100	17
TOTAL	**1920**	**331**

Data Collection Instrument

Primary data was collected to ensure the study objectives are fully met. The primary data was obtained using a structured questionnaire. A structured questionnaire is chosen because the study will adopt a quantitative approach, which is similar to numerical data. Structured questionnaires are useful in obtaining categorical data that has a numerical nature. Additionally, the data subjects are on a 5-point Likert scale and have to be precise and explicit to lower probable ambiguity to the respondents. The questionnaire comprised five-point likert-type scales ranging from one (the lowest point) to five (the highest point). The questionnaire was divided into three sections where section A covered the demographic characteristics of the respondents; section B covered transformational leadership while section C covered employee performance in Mandera County Government, Kenya.

Pilot Test

A pilot study is the first step of the entire research protocol and is often a smaller-sized study assisting in planning and modification of the main study (Arnold et al., 2019). Teijlingen and Hundley (2019) defined the term pilot studies as mini versions of a full-scale study (also called 'feasibility' studies), as well as the specific pre-testing of a particular data collection instruments such as a questionnaire or interview schedules. The pilot study is important in establishing the accuracy and relevance of the research instrument and is also critical in determining the feasibility of conducting the complete study. According to Connelly (2018), extant literature suggests that a pilot study sample should be 10% of the sample projected for the larger parent study, as such, the pilot study involved 33 of the target respondents (10% of the target population) who filled the

questionnaires and its accuracy tested. The 33 respondents were not involved in the final study to ensure non-compromise of the research data. The respondents helped to estimate the time needed to fill the questionnaires and identify errors to be corrected. The pilot study established the strength or weakness of the study. The prior testing was established to assist to determine accuracy, clarity and suitability of the study tool.

Data Analysis and Presentation

The process through which raw data is refined and organized in a systematic and scientific way that make it easy to interpret and understand the data refers to data analysis (Burns & Burns, 2018). As indicated by Kothari (2020) it entails operations that are closely related and that are performed so as to summarize the data and organize it in a way that it answers the research question. The researcher also went through the questionnaires, count how many they are and check for completion and adequacy. The questionnaires were sorted based on adequacy. Unique codes were assigned to every question then score. The data was then entered into a computer for analysis and summarization to decide the intensity of emerging trends. Data was evaluated using descriptive statistical methods such as the mean, which is a measure of central tendency, and the standard deviation, which is a measure of dispersion. This aids in describing the variables of the study. Correlation and regression analysis was used to assess the strength and direction of relationship among the study variables, and this answered the research questions of the study.

Model Specification
The following model was adopted.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

Y = Employee performance in Mandera County Government, Kenya

β_0 = Constant term

β_i = Beta coefficient of variable i measuring change Y to change in i

X_1 = Inspirational motivation

X_2 = Individualized consideration

ε = Error term

Both descriptive and inferential statistics results were presented in tables and figures which was accompanied by pertinent interpretations and discussions.

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

Descriptive Statistics

Inspirational Motivation and Employee Performance

The first specific objective of the study was to determine the effect of inspirational motivation on employee performance in Mandera County Government, Kenya. The respondents were requested to indicate their level of agreement on the statements relating to inspirational motivation and employee performance in Mandera County Government, Kenya. The results were as shown in Table 4.1.

From the results, the respondents agreed that their leader effectively communicates a clear and inspiring vision for their team's future (M=3.902, SD= 0.897). In addition, the respondents agreed that their leader encourages them to set ambitious goals and pursue excellence in their work

(M=3.884, SD= 0.731). Further, the respondents agreed that their leader recognizes and celebrates their achievements and contributions to the team (M=3.843, SD= 0.763). The respondents also agreed that they feel motivated to go above and beyond in their work because of their leader's encouragement (M=3.816, SD= 0.641). Further, the respondents agreed that their leader instills confidence and belief in their ability to succeed in challenging tasks (M=3.736, SD=0.675). In addition, the respondents agreed that their leader's enthusiasm and optimism inspire them to overcome obstacles and achieve their team's goals (M=3.687, SD=0.741).

Table 4. 1: Inspirational Motivation and Employee Performance

	Mean	Std. Deviation
My leader effectively communicates a clear and inspiring vision for our team's future.	3.902	0.897
My leader encourages me to set ambitious goals and pursue excellence in my work.	3.884	0.731
My leader recognizes and celebrates my achievements and contributions to the team.	3.843	0.763
I feel motivated to go above and beyond in my work because of my leader's encouragement.	3.816	0.641
My leader instills confidence and belief in my ability to succeed in challenging tasks.	3.736	0.675
My leader's enthusiasm and optimism inspire me to overcome obstacles and achieve our team's goals.	3.687	0.741
Aggregate	**3.811**	**0.741**

Individualized Consideration and Employee Performance

The second specific objective of the study was to examine the effect of individualized consideration on employee performance in Mandera County Government, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to individualized consideration and employee performance in Mandera County Government, Kenya. The results were as presented in Table 4.2.

From the results, the respondents agreed that their leader takes the time to understand their individual strengths and development needs (M=3.931, SD= 0.891). In addition, the respondents agreed that their leader provides personalized support and guidance tailored to their unique needs (M=3.855, SD=0.857). Further, the respondents agreed that they feel empowered to make decisions and take initiative in their work under their leader's guidance (M=3.720, SD= 0.714).

The respondents also agreed that their leader respects their work-life balance and accommodates their personal needs when possible (M=3.685, SD= 0.677). Further, the respondents agreed that their leader demonstrates empathy and understanding towards their personal and professional challenges (M=3.678, SD=0.656). In addition, the respondents agreed that their leader actively seeks feedback from them and takes their opinions and concerns into consideration (M=3.665, SD=0.759).

Table 4. 2: Individualized Consideration and Employee Performance

	Mean	Std. Deviation
My leader takes the time to understand my individual strengths and development needs.	3.931	0.891
My leader provides personalized support and guidance tailored to my unique needs.	3.855	0.857
I feel empowered to make decisions and take initiative in my work under my leader's guidance.	3.720	0.714
My leader respects my work-life balance and accommodates my personal needs when possible.	3.685	0.677
My leader demonstrates empathy and understanding towards my personal and professional challenges.	3.678	0.656
My leader actively seeks feedback from me and takes my opinions and concerns into consideration.	3.665	0.759
Aggregate	**3.756**	**0.759**

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (inspirational motivation and individualized consideration) and the dependent variable (employee performance in Mandera County Government, Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 4. 3: Correlation Coefficients

		Employee Performance	Inspirational Motivation	Individualized Consideration
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	299		
Inspirational Motivation	Pearson Correlation	.827**	1	
	Sig. (2-tailed)	.003		
	N	299	299	
Individualized Consideration	Pearson Correlation	.895**	.119	1
	Sig. (2-tailed)	.000	.067	
	N	299	299	299

From the results, there was a very strong relationship between inspirational motivation and employee performance in Mandera County Government, Kenya (r = 0.827, p value =0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings conform to the findings of Magambo (2023) that there is a very strong relationship between inspirational motivation and employee performance.

The results also revealed that there was a very strong relationship between individualized consideration and employee performance in Mandera County Government, Kenya (r = 0.895, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Akpan (2023) who revealed that there is a very strong relationship between individualized consideration and employee performance

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (inspirational motivation and individualized consideration) and the dependent variable (employee performance in Mandera County Government, Kenya).

Table 4. 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923	.852	.851	.10129

a. Predictors: (Constant), inspirational motivation and individualized consideration

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.852. This implied that 85.2% of the variation in the dependent variable (employee performance in Mandera County Government, Kenya) could be explained by independent variables (inspirational motivation and individualized consideration).

Table 4. 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.027	2	4.014	90.00	.000[b]
	Residual	6.555	296	.0223		
	Total	14.582	298			

a. Dependent Variable: employee performance in Mandera County Government, Kenya
b. Predictors: (Constant), inspirational motivation and individualized consideration

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 90.00 while the F critical was 2.402. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of inspirational motivation and individualized consideration on employee performance in Mandera County Government, Kenya.

Table 4. 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.202	0.053		3.811	0.003
	inspirational motivation	0.481	0.127	0.480	3.787	0.004
	individualized consideration	0.425	0.107	0.424	3.971	0.001

a Dependent Variable: employee performance in Mandera County Government, Kenya

The regression model was as follows:

$$Y = 0.202 + 0.481X_1 + 0.425X_2 + \varepsilon$$

According to the results, inspirational motivation has significant effect on employee performance in Mandera County Government, Kenya, $\beta1=0.481$, p value= 0.004). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05. The findings conform to the findings of Magambo (2023) that there is a very strong relationship between inspirational motivation and employee performance.

In addition, the results revealed that individualized consideration has significant effect on employee performance in Mandera County Government, Kenya, Kenya $\beta1=0.425$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Akpan (2023) who revealed that there is a very strong relationship between individualized consideration and employee performance.

Conclusions

The study concludes that inspirational motivation has a positive and significant effect on employee performance in Mandera County Government, Kenya. The study findings revealed that goal alignment, recognition and positive feedback significantly influence employee performance in Mandera County Government, Kenya.

The study also concludes that individualized consideration has a positive and significant effect on employee performance in Mandera County Government, Kenya. The study findings revealed that personalized support, empowerment and autonomy and work life balance significantly influences employee performance in Mandera County Government, Kenya.

Recommendations

The study recommends that the County leadership should articulate a compelling vision that resonates with employees' aspirations and values. When leaders paint a clear and inspiring picture of the future, employees feel connected to a meaningful purpose beyond their daily tasks.

The study also recommends that the County leadership should prioritize personalized support and development tailored to each employee's unique strengths, needs, and career aspirations. This involves taking the time to understand individual capabilities, motivations, and challenges through regular one-on-one discussions and feedback sessions.

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