GREAT JOURNS

Journal of Education

Vol.1 No.2, April, 2024

Influence of Motivational Leadership Features on Service Delivery in Koibatek Sub-County, Baringo County, Kenya.

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Great Journs
ISSN: 2328-4870
Vol.1 No.2, April, 2025

Journal homepage: www.greatjourns.com

ABSTRACT

This study examines the Influence of Motivational Leadership Features on Service Delivery in Koibatek Sub-County, Baringo County, Kenya. It is based on Vroom's Expectancy Theory, which emphasizes that motivation is driven by the belief that effort leads to performance, performance leads to desired outcomes, and these outcomes are valued by the individual. The researcher will use descriptive research design, to ensure adequate representation, the researcher has set a sample size of 235 respondents out of a total population of 300 individuals. This includes 8 top management managers, 32 employee lead managers, and 195 employees, questionnaires, interviews, and case studies. Data were analyzed using qualitative and quantitative methods, with results presented in tables, figures, and charts, offering actionable insights for improving service delivery and profitability in dairy societies. The findings indicated that the influence of motivational leadership on service delivery, focusing on four primary objectives. Each objective addressed different aspects of the relationship between leadership practices, employee motivation, and the quality of service provided within organizations. The results of this study confirm that key features of motivational leadership, such as recognition, encouragement, empowerment, and communication, significantly influence service delivery. Leaders who provide positive reinforcement, acknowledge employee achievements, and create an environment that fosters open communication contribute to higher employee satisfaction and performance. Motivated employees, in turn, exhibit higher levels of commitment to their work and better service delivery. These findings underscore the importance of motivational leadership features in shaping the organizational culture and influencing the overall service outcomes. Based on the findings of this study, several recommendations can be made to enhance the role of motivational leadership in improving service delivery within organizations. First, organizations should prioritize leadership training and development programs that emphasize motivational leadership skills. Leaders need to be equipped with the tools to recognize employee strengths, provide constructive feedback, and foster a culture of open communication. This will enhance the application of motivational leadership techniques and improve service delivery. Additionally, fostering a culture of recognition and reward is essential. Leaders should regularly recognize individual and team achievements, both publicly and privately, through verbal praise, bonuses, or other forms of acknowledgment. This not only boosts employee morale but also strengthens their commitment to delivering high-quality service. Another critical recommendation is to focus on personalized motivation strategies. Employees are motivated by different factors, and leaders should take time to understand the individual needs and aspirations of their team members. This could include offering career development opportunities, providing challenges that match an employee's skills, or offering flexible work conditions. Personalized approaches to motivation are likely to lead to higher engagement and better service delivery.

Key Words: ***Motivational Leadership,*** **Features&** ***Service Delivery***

1.0 INTRODUCTION

Motivational managerial leadership refers to the ability of managers to inspire, influence, and guide team members toward achieving organizational goals. Leaders who adopt motivational practices often employ strategies such as clear communication, employee empowerment,

recognition of achievements, and provision of incentives to foster commitment and productivity (Bass & Riggio, 2018). The concept is grounded in leadership theories such as transformational leadership, which emphasizes vision, inspiration, and personal development of employees (Northouse, 2021). Studies across diverse sectors have shown that motivational leadership positively impacts employee morale, reduces turnover, and enhances organizational efficiency (Ganta, 2020; Yukl, 2020).

Service delivery pertains to the processes and outcomes associated with providing goods and services to beneficiaries in an effective, efficient, and customer-focused manner. In the case of dairy milk societies, service delivery includes timely milk collection, quality assurance, transparent payment systems, and access to extension services. Effective service delivery is a cornerstone of cooperative success, as it fosters member satisfaction, loyalty, and overall productivity (FAO, 2020). However, challenges such as poor management, limited resources, and lack of member engagement often undermine service quality (Mutinda et al., 2021). Globally, studies have highlighted the link between effective managerial leadership and improved service delivery in cooperative settings (Sharma & Singh, 2020; Bijman et al., 2019).

In Canada**,** MacDonald et al. (2020) conducted a study on dairy cooperatives and found that leadership styles that prioritized motivating and empowering employees had a direct and positive impact on service delivery. Their study emphasized that leaders who adopted a participatory approach—where employees were encouraged to contribute to decision-making processes—experienced enhanced service delivery as a result of increased employee ownership and accountability. Similarly, LeBlanc and Tremblay (2021) observed that transformational leadership practices in Canadian dairy cooperatives led to more innovative approaches to service delivery, with leaders focusing on providing continuous training and development opportunities to their employees. These practices contributed to higher operational efficiency and customer satisfaction, suggesting that motivation-driven leadership is integral to success in dairy cooperatives (MacDonald et al., 2020; LeBlanc & Tremblay, 2021).

In the United Kingdom**,** Collins and Allen (2019) examined leadership practices in agricultural cooperatives and found that leaders who emphasized motivation and empowerment were able to significantly improve service delivery. Their research highlighted the importance of creating a supportive work environment where employees felt valued and motivated to contribute their best efforts. Leaders in these cooperatives who provided opportunities for skill development and recognized the contributions of their team members saw marked improvements in service outcomes. Furthermore, White and Johnson (2020) pointed out that leadership styles focusing on motivation and employee well-being enhanced overall performance in agricultural cooperatives. Their study suggested that motivated employees are more likely to engage with customers positively and contribute to improved service standards, ultimately benefiting the cooperative's reputation and profitability (Collins & Allen, 2019).

In the Netherlands**,** Van der Veen et al. (2021) investigated the impact of leadership on service delivery within dairy cooperatives. They found that leadership focused on motivation and employee development was crucial to improving both internal processes and external service

quality. The study emphasized that cooperative leaders who prioritized the growth of their employees through training and skill development programs saw improvements in service quality and operational efficiency. Moreover, Hendriks et al. (2020) highlighted that Dutch dairy cooperatives with leaders who adopted a motivational and inclusive leadership style were more successful in engaging employees, resulting in better coordination and a more customer-focused service. This research underscores the importance of motivational leadership in the Dutch dairy sector, showing how empowering employees can lead to improved outcomes in service delivery and overall organizational performance (Van der Veen et al., 2021).

In South Africa**,** a study by Meyer et al. (2019) on agricultural cooperatives found that leaders who employed motivational leadership strategies, such as providing constant feedback and fostering a culture of open communication, were able to drive better service delivery outcomes. These leaders helped build a more collaborative atmosphere, improving employee morale and productivity, which in turn enhanced the overall service quality. Tshabalala and Nkosi (2021) further emphasized that the empowerment of employees through motivational leadership was crucial for enhancing both the efficiency and service quality in dairy cooperatives, as it encouraged workers to take ownership of their roles. This aligns with the findings in Kenya, where motivational leadership is increasingly being seen as a key factor in improving service delivery in the dairy sector (Tshabalala & Nkosi, 2021).

In Nigeria**,** Ojo (2020) explored how participative and motivational leadership styles impacted service delivery in cooperative societies, highlighting the importance of employee engagement in decision-making. Ojo noted that leaders who involved employees in the operational decisions of the cooperative not only motivated workers but also improved service outcomes. Similarly, Alabi and Oladipo (2021) found that dairy societies that implemented motivational leadership practices, such as providing continuous training and recognizing employee contributions, showed improved service delivery and increased operational efficiency. These findings are consistent with leadership research in Kenya, where dairy cooperatives are beginning to recognize the role of leadership in promoting service quality (Alabi & Oladipo, 2021).

In Kenya**,** where dairy farming is a key agricultural activity, managerial leadership in dairy societies plays an integral role in influencing organizational outcomes. Koibatek Sub County, in Baringo County, is home to several dairy societies, but the effectiveness of leadership in these cooperatives, particularly in enhancing service delivery, remains under-researched (Omondi, 2019). Motivational managerial leadership, which emphasizes the empowerment and inspiration of employees to exceed their performance expectations, is considered pivotal in improving service standards in these societies. Leadership approaches that focus on motivating workers to embrace responsibility and ownership are particularly effective in cooperative settings where teamwork and collective efforts are essential for success (Karanja, 2020).

Current research on managerial leadership and service delivery tends to focus on corporate and public sectors, often overlooking cooperative societies like dairy milk societies, which operate under unique member-driven structures (Bass & Riggio, 2018; Yukl, 2020). In Kenya, studies predominantly highlight high-potential agricultural areas such as Kiambu or Nakuru, leaving out

semi-arid regions like Koibatek Sub County, Baringo County, despite their growing importance in dairy farming (Mutinda et al., 2021; Mburu et al., 2019). Moreover, research frequently emphasizes transactional and transformational leadership styles, with limited exploration of motivational managerial leadership as a distinct approach influencing service delivery (Northouse, 2021; Ganta, 2020). Additionally, practical insights into how specific leadership practices such as employee recognition, goal-setting, and empowerment impact service delivery in cooperative settings remain underdeveloped. This study seeks to fill these gaps by exploring motivational managerial leadership and its potential influence on service delivery in the under-researched context of dairy cooperatives in Koibatek Sub County.

II: LITERATURE REVIEW

Motivational managerial leadership is a critical determinant of organizational success, as it influences employee engagement, productivity, and overall organizational climate. Effective leadership features such as vision setting, communication, emotional intelligence, and recognition of individual contributions serve as catalysts for motivation. A robust data analysis of these features would reveal patterns that highlight their significance in fostering a motivated workforce. For instance, leaders who consistently articulate a compelling vision align employees' personal goals with organizational objectives, thereby enhancing intrinsic motivation (Deci & Ryan, 2017). Statistical analysis of employee performance metrics, engagement surveys, and retention rates often demonstrate that motivational leadership correlates positively with these variables (Yukl & Gardner, 2020).

One key feature of motivational managerial leadership is emotional intelligence, which includes self-awareness, self-regulation, empathy, and social skills. Emotional intelligence allows leaders to connect with employees on a personal level, creating an environment of trust and mutual respect. A recent study by Goleman et al. (2021) utilized regression analysis to determine the relationship between leaders' emotional intelligence scores and employee satisfaction levels. The findings revealed a statistically significant positive relationship, with emotional intelligence explaining 42% of the variance in employee satisfaction. Such data underscores the importance of equipping leaders with emotional intelligence training to enhance motivational capabilities.

Recognition and rewards are additional motivational features that demonstrate leadership effectiveness. Leaders who recognize individual and team accomplishments foster a sense of belonging and achievement among employees. Data analysis from companies implementing regular recognition programs often reveals higher levels of employee engagement and lower turnover rates. For example, a longitudinal study conducted by McKinsey & Company (2022) found that organizations with structured recognition systems experienced a 25% increase in productivity compared to those without. Analyzing qualitative data from employee feedback also indicates that personalized recognition, such as verbal appreciation or tailored rewards, significantly enhances job satisfaction.

Effective communication, another hallmark of motivational leadership, ensures that employees are well-informed and feel valued in decision-making processes. Leaders who excel in open

communication create a transparent and collaborative work environment. Quantitative data, such as employee surveys, often indicate a direct link between communication quality and employee trust in leadership (Bass & Avolio, 2021). A cross-sectional analysis of communication practices across multiple organizations showed that frequent, clear, and empathetic communication increased employee engagement scores by an average of 30%. The data highlights that communication is not merely a transactional process but a transformational one that influences organizational dynamics profoundly.

Adaptive leaders who modify their leadership styles based on situational needs tend to motivate employees more effectively. A meta-analysis by Northouse (2022) examined adaptive leadership behaviors across industries and identified a significant positive relationship between adaptability and organizational performance outcomes. For instance, in teams with diverse cultural backgrounds, leaders who adjusted their approaches to include culturally relevant motivational strategies achieved higher performance metrics.

Miller et al. (2021) studied how motivational leadership influences employee performance in the U.S. technology industry. They found that a blend of intrinsic and extrinsic motivational strategies—such as job satisfaction, recognition, and financial rewards—led to higher employee engagement and improved service delivery. These findings align with Chen et al. (2021), who found that a balanced approach to motivation, combining recognition, job autonomy, and financial incentives, effectively boosts performance in tech firms. Miller et al.'s research also reflects the work of Lee et al. (2020), which demonstrated that motivational leadership is a key driver of employee satisfaction and performance in competitive sectors like technology.

Kwiatkowski and Ozimek (2020) investigated the impact of transformational leadership, a central aspect of motivational leadership, on employee engagement and performance in Poland's public sector. Their study concluded that transformational leadership plays a pivotal role in improving employee performance by enhancing engagement, which in turn boosts service delivery. Their findings are consistent with Raineri and Dutton (2020), who highlighted that leadership that emphasizes vision, inspiration, and personalized attention positively influences employee motivation and service quality. Additionally, Boehm et al. (2020) corroborated these results, demonstrating that transformational leadership cultivates an organizational environment conducive to higher performance levels.

Santos and Costa (2020) examined the relationship between motivational leadership and employee performance within Brazil's healthcare sector. Their findings indicated that both intrinsic factors, such as career growth and job satisfaction, and extrinsic factors, such as salary and job security, effectively enhance employee performance, ultimately improving healthcare service delivery. This aligns with Moreira et al. (2021), who showed that setting clear goals and providing recognition led to better performance among healthcare professionals in Brazil. Their results also echo Martins and Proenca's (2019) argument that motivational leadership practices significantly boost employee satisfaction and commitment, especially in public service sectors like healthcare.

Great Journs
ISSN: 2328-4870
Vol.1 No.2, April, 2025

Dube and Nel (2021) explored the role of extrinsic rewards—such as salary increases, bonuses, and career advancement—in enhancing employee service delivery in South Africa's retail sector. Their research revealed that motivational leadership, particularly through tangible rewards, is crucial for improving employee performance and service quality. These findings are supported by Sinha et al. (2022), who found that extrinsic motivation, including bonuses and promotions, positively impacts service performance across various industries. Further reinforcing these conclusions, Nkomo et al. (2021) confirmed that reward-based leadership strategies significantly improve both employee commitment and service delivery in South African companies.

Pradhan and Jena (2020) examined the role of intrinsic motivation in improving employee performance and service delivery in India's manufacturing sector. Their study emphasized that opportunities for skill development, job enrichment, and overall job satisfaction are crucial in fostering employee engagement and performance. Gupta and Sharma (2022) reinforced these findings, showing that intrinsic motivational strategies, such as job redesign and career development, significantly enhance performance in India's manufacturing industry. Their work echoes Deci et al. (2020), who argued that intrinsic factors like autonomy and recognition are fundamental in nurturing long-term employee engagement and performance.

Njiru et al. (2019) and Koech and Namusonge (2018) investigated the impact of motivational leadership on employee performance in Kenya's public secondary schools. Their research revealed that principals who employed motivational strategies such as clear communication, recognition, and support successfully improved teacher job satisfaction and performance. This, in turn, had a positive influence on student outcomes and service delivery in schools. Kamau and Orodho (2021) echoed these findings, noting that effective school leadership, characterized by motivation and support, is crucial for improving both teacher and student performance. Njiru et al. (2019) also supported Hallinger's (2011) leadership model in education, which stresses the importance of motivation in driving educational success.

Vroom's Expectancy Theory

This study is anchored on motivational theories, particularly Vroom's Expectancy Theory, which highlights the relationship between motivation, performance, and outcomes. Motivational leadership is defined by positivity, vision, and the ability to inspire teams toward achieving shared goals. Motivational leaders focus on empowering employees, setting clear objectives, and fostering a work environment that maximizes potential, ultimately enhancing service delivery. Motivation drives individuals to achieve personal and organizational goals, job satisfaction, and self-development, thereby improving efficiency and resource utilization (Maslow, 1943; Herzberg, 1968).

Vroom's Expectancy Theory emphasizes that individuals are motivated by the expectation of desirable outcomes. According to Vroom (1964), behavior stems from conscious decisions among alternatives, aiming to maximize pleasure and minimize discomfort. The theory introduces three core variables: expectancy, instrumentality, and valence. Expectancy refers to the belief that increased effort will lead to improved performance, contingent upon factors such

as the availability of resources, appropriate skills, and sufficient support (Vroom, 1964). Instrumentality denotes the belief that strong performance will result in valued outcomes, which depends on trust, transparency, and the fairness of the reward system. Lastly, valence represents the value individuals place on expected outcomes, determining their motivation level to achieve those results.

In the context of motivational managerial leadership, leaders can influence expectancy by providing adequate resources, training, and a supportive environment to enable employees to deliver quality service. Instrumentality aligns with service delivery by ensuring transparent reward systems, such as fair payment and recognition, motivating employees to perform better. Valence emphasizes the importance of aligning organizational goals with individual aspirations, ensuring employees perceive service delivery improvements as meaningful and beneficial.

Despite its strengths, Vroom's Expectancy Theory has limitations. It assumes a direct correlation between rewards and performance, which may not always be applicable, especially in cooperative settings like dairy societies, where intrinsic motivation often outweighs external rewards. Additionally, the theory requires a cohesive vision among diverse stakeholders, which can be challenging to achieve given the cultural, societal, and economic variations within teams (Vroom, 1964; Deci & Ryan, 2000).

By linking this theory to service delivery, the study highlights how motivational leadership fosters goal-oriented behavior and promotes discipline, performance, and employee development. Managers in dairy societies are tasked with aligning individual efforts with organizational objectives, ensuring that employees are equipped, recognized, and empowered to improve service delivery. This alignment underscores the interplay between motivational leadership and efficient service delivery in Koibatek Sub County's dairy milk societies.

III: RESEARCH DESIGN AND METHODOLOGY

3.1 Research design

The study was conducted using a descriptive survey research design and qualitative approaches, employing questionnaires with structured items presented in figures, tables, and charts. This research design was suitable for the study as descriptive studies aim to describe individual events or conditions by observing them as they naturally occur. Variables were not manipulated; instead, the sample and variables were described. As a survey method, descriptive research designs assisted researchers in identifying characteristics within their target market or specific population, enabling the identification, observation, and measurement of these characteristics to inform decision-making. The study's purpose was to assess the impact of motivational managerial leadership on service delivery in dairy milk societies, focusing on features of motivational managers, the relationships between motivational leadership and service delivery, the effects of motivation on employees, employee inspiration influenced by managers, and their

impact on service delivery. The results obtained from the study demonstrated the strength of descriptive surveys.

3.2 Location of the study

The study was conducted in Baringo County, specifically in the Koibatek region, where it borders with Mogotio Sub County. Koibatek Sub County consists of three dairy milk societies: Mumberes, Torongo, and Sabatia. The selection of Koibatek was based on its significant capacity for milk production in the area. There was a need to evaluate profitability by applying motivational managerial leadership to enhance employee service delivery, aiming to address notable demotivation among employees, low profitability, and foster increased autonomy among the workforce.

3.3 Target population

The target population consisted of all dairy societies in Koibatek Sub County, each with three managers. Managers were chosen for the study because they played a central role in the formulation and implementation of dairy policies. The study targeted managers who had been in their positions for at least two years, allowing the researcher to assess motivational managerial leadership and its impacts on employee service delivery. Employees were also targeted because they were the ones implementing organizational policies and were directly affected by the policies, as well as their interactions with managers. Positive interactions between managers and employees could enhance smooth service delivery and potentially lead to increased profitability for the dairy societies.

3.4 Sample and sampling procedure

The study used stratified random sampling and simple random sampling techniques to ensure a representative and unbiased sample. Stratified random sampling was ideal for ensuring that different subgroups within the population were adequately represented. This method divided the population into meaningful strata (e.g., departments or demographics) and ensured each subgroup was proportionally included. This technique enhanced the precision of the results by capturing the diversity of the population, which was important when different groups might experience motivational leadership differently (Creswell, 2014).

Simple random sampling was then used to eliminate bias in the selection process. This ensured that every individual in the population had an equal chance of being selected, promoting fairness and impartiality (Fink, 2013). It also allowed for generalization of the results to the larger population, as the selection process was random and free from systematic errors. Together, these methods offered a balanced approach, allowing for both detailed subgroup analysis and overall representativeness, ensuring reliable and valid findings (Fowler, 2014).

Table1: Sampled dairy milk societies

No of societies	**sampled societies**	**percentage**
3	3	100%

Total	3	100%

3.5. Sample size

The study involved respondents stratified into three subgroups across the three dairy milk societies: top management managers, employee lead managers, and employees. To ensure adequate representation, the researcher set a sample size of 235 respondents out of a total population of 300 individuals. This included 8 top management managers, 32 employee lead managers, and 195 employees, proportionally distributed based on their roles and gender. The sample size was designed to achieve an 80% response rate, ensuring reliability and generalizability of the findings while enhancing external validity.

Table 2: Sampling Frame

Sub group	**Gender**	**Total population**	**Sample taken**	**Percentage**
Employees	**Males**	170	135	79.4%
	Females	80	60	75.0%
Employee lead managers	**Males**	25	20	80.0%
	Females	15	12	80.0%
Top management managers	**Males**	8	6	75.0%
	Females	2	2	100.0%
Totals		300	235	80.0%

3.6 Description of Research Instruments

Data was collected using a structured questionnaire for top management managers, employee lead managers, and employees with subsections such as Section I: Background information, Section II: Motivational managerial leadership features, the relationship between motivational leadership and employee service delivery, the influence of motivation on service delivery, and the extent to which employee inspiration of service delivery was influenced by motivational leadership.

3.7 Piloting

A pilot study was essential in social science research and served multiple purposes. It could be viewed as a small-scale version or a trial run of a larger study, which helped identify potential challenges and refine the research process. As stated by Polit et al. (2021), pilot studies enabled researchers to test their instruments, procedures, and protocols in advance, minimizing the risk of major issues in the main study. This early-stage testing provided valuable insights into the feasibility and practicality of the research design. According to Creswell (2014), pilot testing allowed researchers to identify any flaws in the study's methodology, improve instruments, and refine data collection procedures before full-scale implementation.

One key advantage of conducting a pilot study was that it could reveal whether the research instruments, such as surveys or interview protocols, were too complex, ambiguous, or ineffective. This helped researchers revise tools and procedures for clarity and accuracy (Sullivan & Artino, 2013). Pilot studies also offered an opportunity to assess logistics such as the time, cost, and feasibility of the study. For instance, a pilot study might have highlighted unforeseen challenges, such as difficulties in recruiting participants or distributing surveys (Sánchez et al., 2017).

In some research designs, pilot studies incorporated both qualitative and quantitative phases. For example, researchers might have started with qualitative data collection through interviews or focus groups to explore key issues, which could then inform the design of a subsequent quantitative phase (Bryman, 2016). This dual-phase approach ensured that the final research design was informed by both exploratory insights and structured data collection, improving the robustness of the study.

Furthermore, pilot studies were crucial for estimating the sample size and assessing the entire research framework. By identifying and addressing potential problems early on, pilot testing helped avoid unnecessary delays and effort in the main study. It could also have provided critical information about the duration, cost, and potential adjustments to the study design (Fowler, 2014). Overall, pilot studies contributed significantly to the success of the research by offering advance insight into both practical and methodological challenges.

3.7.1 Validity and Reliability

What was Validity? The validity of a study was dependent on the degree of systematic error. Validity was usually separated into two components (Singh and Masuku, 2012). There were two types of validity, known as internal and external validity. Internal validity was dependent on the amount of error in measurements, including exposure of disease and the associations between the variables. Good internal validity implied a lack of error in measurement and suggested that inferences could be drawn. External validity pertained to the process of generalizing the findings of the study to the population from which the sample was drawn. It required an understanding of which conditions were relevant to the generalization (Singh and Masuku, 2012).

Validity of Questionnaire:

Face validity: Researchers needed to consider the face validity of a questionnaire. That is, to a layperson, did it look like it would measure what it was intended to measure? In the example,

would the people administering and taking the questionnaire think it was a valid measure? Did the questions and range of response options seem, on their face, appropriate for measuring objectives?

Content validity: Researchers also needed to consider the content validity of the questionnaire; that is, would it actually measure what it was intended to measure. Researchers frequently relied on subject-matter experts to help determine this.

Construct validity: This referred to the questionnaire's ability to measure the concept adequately. When questionnaires were measuring something conceptual or theoretical, researchers also needed to establish its construct validity. In this case, the researchers could have given a questionnaire on a similar concept, to see if the results were related, as one would expect. Or the researcher could have given a questionnaire on a diverse concept, to see if the results were the opposite.

Criterion validity or Predictive Validity: Criterion validity referred to the extent to which the measurement tool was able to produce accurate findings when compared to a standardized finding. It was sometimes appropriate for researchers to establish criterion validity. In other words, the expectation of future performance based on the results obtained currently by the measure; researchers correlated the scores obtained with the performance. The later performance was called the criterion, and the current score was the prediction. This was an empirical check on the value of the test – a predictive validation.

Concurrent Validity: This was the degree to which the results or scores on a test were related to the scores on another, already established, test administered at the same time, or to some other valid criterion available at the same time. Logically, predictive and concurrent validation were the same, but the term concurrent validation was used to indicate that no time passed between measures.

Construct Validity: Construct validity was the degree to which a test measured an intended hypothetical construct. Several times researchers evaluated abstract attributes (qualitative characteristics) or constructs. The process of validating the interpretations about that construct as indicated by the test score or results was known as construct validation.

3.7.2 Reliability of questionnaire

In the past, researchers needed to consider the reliability of a questionnaire. If similar results were obtained when the questionnaire was repeated soon after, and conditions had not changed, this was termed test-retest reliability. Internal consistency was another aspect of reliability, which concerned the consistency among the questions. Researchers examined whether similar questions yielded similar answers. For instance, if two questions were related to the effect of fertilizer, researchers expected consistent responses.

Inter-rater reliability was also considered; this referred to whether different individuals assessing the same thing scored the questionnaire in the same way. Equivalent-Forms or Alternate-Forms Reliability involved using two tests that were similar in every way except for the actual items included in the questionnaire. This method was useful when it was likely that test-takers might

recall responses made during the first session, and when alternate forms of the test were available. The two scores were correlated, and the obtained coefficient was called the coefficient of stability or coefficient of equivalence.

Split-Half Reliability required only one administration, especially for longer tests. The most commonly used method to split the test into two was using the odd-even strategy. Since longer tests tended to be more reliable, and split-half reliability represented the reliability of a test only half as long as the actual test, a correction formula had to be applied to the coefficient. Rationale Equivalence Reliability was not established through correlation but estimated internal consistency by determining how all items on a test related to all other items and to the total test. Internal Consistency Reliability involved determining how all items on the test related to one another. The Kuder-Richardson formula was an estimate of reliability equivalent to the average of the split-half reliabilities computed for all possible halves.

To further establish validity, the instruments were given to the supervisor for evaluation. The supervisor assessed the relevance of each item in the instrument in relation to the study's objectives, rating each item on a scale of: Very relevant (4), Quite relevant (3), Somewhat relevant (2), and Not relevant (1). The researcher also ensured that the questions and items in the questionnaire were derived from a comprehensive review of literature, thus ensuring the validity of the study. To guarantee research reliability, the researcher refined and validated the data collection instruments.

3.8 Data collection

The researcher made prior arrangements with the managers of the dairy societies to establish a positive rapport with them, ensuring that the research instruments were administered smoothly and without difficulty. The researcher handed out the questionnaires to the respective respondents and collected them in person after they had filled them out, within a 15-minute period.

3.9 Instrumentation

Bryman and Bell (2011) define self-completion questionnaires, or related terms like self-administered or postal/mail questionnaires, as instruments that respondents complete independently. In this study, the term "questionnaire" will refer to documents containing both open and closed questions, which respondents are invited to answer. These research questionnaires will be distributed to potential respondents through various methods, including post, email, online platforms, or in person. While interviews, particularly structured and semi-structured ones, involve direct interaction with the researcher, the defining characteristic of a questionnaire is that it is designed to be completed without such interaction.

Close-ended questionnaires will be used to collect data from managers, employee lead managers, and employees regarding motivational managerial leadership and its influence on employee service delivery. The questionnaires will be divided into sections: Section (i) will gather background information, such as the respondents' age, gender, academic qualifications, and work experience in years. Section (ii) will focus on motivational managerial leadership, subdivided into four parts: 1) Features of motivational managerial leadership, 2) The relationship between

motivational leadership and service delivery, 3) The impact of motivation on employees, and 4) Employee mental inspiration as practiced by managers, examining aspects such as workplace happiness, autonomy, timely task completion, team harmony, and adherence to rules and regulations.

The questionnaire will employ a Likert scale, offering respondents the options of strongly agree, agree, remain undecided, disagree, or strongly disagree. This approach is suitable because some variables, such as respondents' opinions and feelings, may not be directly observable. Additionally, the sample consists of literate individuals who should be able to respond effectively to the queries posed.

3.10 Research Procedure

The researcher developed the project over a period of time with a good guide of the supervisor. On the approval of the proposal the researcher sought the transmittal letter from Mount Kenya University and permission from the ministry of labor (MOL) to collect data from the three dairy milk society's respondents.

The data is collected using questionnaires by the researcher due to the fact that firsthand information was to be gone by in the research. The data collected is kept in a complete confidence and analyzed in MS excel, tables, figures, and charts for easy interpretation.

3.10.1 Method of data collection

The researcher traveled to all three dairy societies. At each society, the researcher first went to the manager's office, introduced himself, and explained the purpose of the visit, seeking permission to meet with the respondents. Once permission was granted, the manager identified an employee who assisted the researcher in navigating the premises for the research. During the maneuver, the researcher met with employees, explained the purpose of the visit, and assured them of data confidentiality. The researcher provided a detailed explanation of the process in each society, assembling the employees and organizing them into subgroups. They were then given questionnaires to complete within a 15-minute time frame. Both filled and unfilled questionnaires were collected during this period. The views and opinions of the employee lead managers and managers were gathered in the same manner as those of the regular employees. Afterward, the researcher thanked all respondents for their valuable contributions to the research. The researcher then moved on to the other dairy societies in the following days.

3.10.2 Data Analysis Procedure

The data analysis procedure employed a mixed-methods approach, incorporating both qualitative and quantitative techniques to ensure a comprehensive examination of the relationship between motivational managerial leadership and employee service delivery. For quantitative analysis, the researcher used tools such as Microsoft Excel and statistical software like SPSS or R to analyze survey responses efficiently. The study utilized a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) to assess respondents' perceptions of how motivational managerial

leadership influences employee service delivery. The Likert scale allowed for a structured way to measure the strength of respondents' attitudes toward the subject, ensuring the data was clear and comparable (Fink, 2013).

Descriptive statistics were employed to summarize and describe the collected data in a meaningful way. This included calculating measures such as mean, median, mode, and standard deviation, which helped to identify trends and central tendencies in the responses (Field, 2013). Additionally, frequency distributions were used to assess how often particular responses occurred, offering insights into the overall pattern of data. To further examine the relationship between motivational leadership and service delivery, inferential statistics were applied, including correlation and regression analyses. These techniques helped determine whether there was a statistically significant relationship between the variables and measure the strength and direction of this relationship (Cohen et al., 2013).

In addition to quantitative techniques, qualitative analysis was employed to gain a deeper understanding of how motivational leadership influences employee behavior and service delivery. Open-ended survey responses, interview data, and focus group discussions were analyzed using thematic analysis (Braun & Clarke, 2006). This approach allowed the researcher to identify recurring patterns and themes related to leadership practices and their impact on employee performance. Thematic analysis provided a flexible method for analyzing qualitative data and generating rich, detailed insights that complemented the numerical findings. Data were coded and categorized to identify key themes such as employee engagement, job satisfaction, and leadership support.

To ensure the validity and reliability of the findings, the researcher employed triangulation to cross-verify the results from both quantitative and qualitative data sources (Denzin, 2017). By comparing and contrasting the findings from these different methods, the researcher enhanced the credibility of the results. For instance, if quantitative data indicated a strong positive correlation between leadership motivation and service delivery, qualitative insights from interviews provided context, explaining how leadership practices directly contributed to employee behavior. This integrated approach allowed the researcher to capture a comprehensive view of how motivational managerial leadership affected employee service delivery, leading to more robust and actionable conclusions (Creswell, 2014).

3.11 Ethical Considerations

The researcher sought official permission from the school administration before meeting the respondents and provided a brief explanation about the research before they filled out the questionnaire. The researcher adhered to the conditions set by the school during the entire period of data collection in the dairy societies. Very private issues of the respondents were avoided, as the questions asked were general, confidential, and comfortable to answer. Confidentiality was maintained by keeping the contents of the questionnaire solely with the researcher, and no one else was allowed to access the data provided by the respondents. The research instruments were designed to be good, confidential, and comfortable, providing a sense of security, as respondents were not required to fill in their names in the questionnaire or their respective industries. The researcher prepared 130 questionnaires for the employee respondents but issued only 67, 20 for

employee lead managers but issued only 10, and 10 for top management managers, with only three administered. Questionnaires were collected immediately after they were filled out by the respondents. The extra prepared questionnaires served as replacements if needed by the respondents or for security in case the filled ones were dirtied or tampered with.

IV: RESULTS

4.1 Motivational managerial leadership features

Statement	**Always (5)**	**Often (4)**	**Occasionally (3)**	**Rarely (2)**	**Never (1)**
Manager motivates employees to achieve their best	91 (40.26%)	60 (26.55%)	39 (17.26%)	20 (8.85%)	16 (7.08%)
Managers offer employees challenging opportunities	81 (35.84%)	70 (30.97%)	49 (21.68%)	18 (7.96%)	8 (3.54%)
Manager considers employees as people with different needs	95 (42.05%)	62 (27.43%)	41 (18.14%)	14 (6.19%)	14 (6.19%)
Managers challenge employees to better service delivery	83 (36.72%)	65 (28.74%)	43 (19.03%)	24 (10.62%)	11 (4.87%)
Managers demonstrate ethical and moral standards	97 (42.92%)	70 (30.97%)	37 (16.37%)	14 (6.19%)	8 (3.54%)
Managers inspire employees to be autonomous, self-driven	75 (33.19%)	81 (35.84%)	39 (17.26%)	22 (9.73%)	9 (3.98%)
Manager motivates employees to achieve their best	91 (40.26%)	60 (26.55%)	39 (17.26%)	20 (8.85%)	16 (7.08%)
Managers offer employees challenging opportunities	81 (35.84%)	70 (30.97%)	49 (21.68%)	18 (7.96%)	8 (3.54%)

The findings revealed both strengths and areas that require attention in leadership approaches. A significant proportion of respondents, 40.26%, indicated that managers "Always" motivate employees to achieve their best in service delivery, while an additional 26.55% selected "Often." This combined 66.81% highlights a generally positive perception of managerial motivation. However, 7.08% of employees felt this "Never" happens, revealing a minority of employees who may feel unsupported or unmotivated by their managers. Such discrepancies underscore the need for managers to ensure consistent encouragement for all employees.

Regarding the provision of challenging opportunities, 35.84% of respondents indicated this happens "Always," and 30.97% chose "Often," showing that 66.81% frequently experience growth-oriented tasks. However, 21.68% noted that this occurs "Occasionally," and 7.96% felt it happens "Rarely." This variability suggests that not all employees perceive equitable access to developmental opportunities, which could hinder professional growth and engagement for some.

When considering employees as individuals with different needs, 42.05% of respondents marked "Always," and 27.43% chose "Often," reflecting a positive overall trend where nearly 70% of employees feel recognized as individuals. Despite this, 6.19% reported that managers "Never" acknowledge diverse needs, pointing to a need for more inclusive and personalized management practices to address the unique requirements of all employees.

Managers were also evaluated on their ability to challenge employees to improve service delivery. Among respondents, 36.72% indicated this happens "Always," while 28.74% selected "Often." These figures suggest that most employees recognize efforts to set high standards. Nevertheless, 19.03% noted this occurs "Occasionally," and 10.62% felt it happens "Rarely," indicating inconsistency in this area. Such gaps can create disparities in how employees perceive expectations and opportunities for growth.

Ethical and moral standards emerged as a strong area for managers, with 42.92% selecting "Always" and 30.97% marking "Often." This combined 73.89% indicates that most employees view their managers as ethical leaders. However, 3.54% selected "Never," suggesting there are isolated cases where employees perceive a lack of ethical behavior, which could undermine trust if not addressed consistently.

Inspiring autonomy and self-driven behavior among employees showed mixed results. While 33.19% of respondents selected "Always," and 35.84% chose "Often," a combined 13.71% noted this happens "Rarely" or "Never." These figures suggest that while many managers are effective in fostering independence, some employees feel that this practice is not sufficiently emphasized. Empowering all employees with autonomy could lead to enhanced job satisfaction and productivity.

The data highlights generally positive perceptions of managerial practices, particularly in areas such as motivation and ethical leadership. However, areas like the equitable distribution of challenging opportunities and consistent acknowledgment of employees' needs demonstrate variability that requires improvement. Addressing these gaps through targeted strategies can enhance the overall effectiveness of management practices, leading to a more cohesive and high-performing organization.

Motivational managerial leadership is a critical determinant of organizational success, as it influences employee engagement, productivity, and overall organizational climate. Effective leadership features such as vision setting, communication, emotional intelligence, and recognition of individual contributions serve as catalysts for motivation. A robust data analysis of these features would reveal patterns that highlight their significance in fostering a motivated workforce. For instance, leaders who consistently articulate a compelling vision align employees' personal goals with organizational objectives, thereby enhancing intrinsic motivation

(Deci & Ryan, 2017). Statistical analysis of employee performance metrics, engagement surveys, and retention rates often demonstrate that motivational leadership correlates positively with these variables (Yukl & Gardner, 2020).

One key feature of motivational managerial leadership is emotional intelligence, which includes self-awareness, self-regulation, empathy, and social skills. Emotional intelligence allows leaders to connect with employees on a personal level, creating an environment of trust and mutual respect. A recent study by Goleman et al. (2021) utilized regression analysis to determine the relationship between leaders' emotional intelligence scores and employee satisfaction levels. The findings revealed a statistically significant positive relationship, with emotional intelligence explaining 42% of the variance in employee satisfaction. Such data underscores the importance of equipping leaders with emotional intelligence training to enhance motivational capabilities.

Recognition and rewards are additional motivational features that demonstrate leadership effectiveness. Leaders who recognize individual and team accomplishments foster a sense of belonging and achievement among employees. Data analysis from companies implementing regular recognition programs often reveals higher levels of employee engagement and lower turnover rates. For example, a longitudinal study conducted by McKinsey & Company (2022) found that organizations with structured recognition systems experienced a 25% increase in productivity compared to those without. Analyzing qualitative data from employee feedback also indicates that personalized recognition, such as verbal appreciation or tailored rewards, significantly enhances job satisfaction. Effective communication, another hallmark of motivational leadership, ensures that employees are well-informed and feel valued in decision-making processes. Leaders who excel in open communication create a transparent and collaborative work environment. Quantitative data, such as employee surveys, often indicate a direct link between communication quality and employee trust in leadership (Bass & Avolio, 2021). A cross-sectional analysis of communication practices across multiple organizations showed that frequent, clear, and empathetic communication increased employee engagement scores by an average of 30%. The data highlights that communication is not merely a transactional process but a transformational one that influences organizational dynamics profoundly.

V: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Major Findings

The study found that the majority of employees (66.81%) believed that motivational leadership features significantly influenced their service delivery. These features, such as recognition, encouragement, and support from managers, were linked to increased employee engagement and performance. However, a smaller percentage (15.93%) expressed that leadership features did not have a substantial impact on their service delivery, highlighting areas where motivational strategies might not be as effective or consistently applied.

5.2 Conclusion

The results of this study confirm that key features of motivational leadership, such as recognition, encouragement, empowerment, and communication, significantly influence service

delivery. Leaders who provide positive reinforcement, acknowledge employee achievements, and create an environment that fosters open communication contribute to higher employee satisfaction and performance. Motivated employees, in turn, exhibit higher levels of commitment to their work and better service delivery. These findings underscore the importance of motivational leadership features in shaping the organizational culture and influencing the overall service outcomes.

5.3 Recommendation

Based on the findings of this study, several recommendations can be made to enhance the role of motivational leadership in improving service delivery within organizations. First, organizations should prioritize leadership training and development programs that emphasize motivational leadership skills. Leaders need to be equipped with the tools to recognize employee strengths, provide constructive feedback, and foster a culture of open communication. This will enhance the application of motivational leadership techniques and improve service delivery. Additionally, fostering a culture of recognition and reward is essential. Leaders should regularly recognize individual and team achievements, both publicly and privately, through verbal praise, bonuses, or other forms of acknowledgment. This not only boosts employee morale but also strengthens their commitment to delivering high-quality service.

Another critical recommendation is to focus on personalized motivation strategies. Employees are motivated by different factors, and leaders should take time to understand the individual needs and aspirations of their team members. This could include offering career development opportunities, providing challenges that match an employee's skills, or offering flexible work conditions. Personalized approaches to motivation are likely to lead to higher engagement and better service delivery. Furthermore, strengthening communication channels between leaders and employees is crucial. Open and transparent communication builds trust, allowing employees to voice their ideas, concerns, and feedback. This will enhance morale, improve job satisfaction, and ultimately lead to better performance and service quality.

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