

**EFFECT OF EMOTIONAL INTELLIGENCE ON TRANSFORMATIONAL
LEADERSHIP IN PUBLIC CORPORATIONS; A CASE OF KENYA PIPELINE
COMPANY IN WESTERN REGION**

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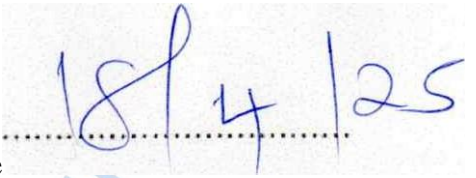
DECLARATION

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


Signature.....

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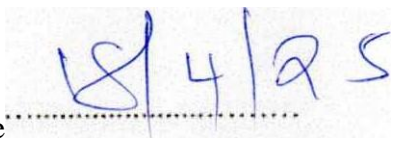
I confirm that the work reported in this project was completed by the candidate under my supervision.

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Date 

DEDICATION

This research project is dedicated to my loving parents, Mr. Raphael Wahogo and Mrs. Elizabeth Wahogo, my siblings; Catherine, Patrick and George thank you all for your moral support.



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I want to convey my heartfelt gratitude to everyone who has provided me with support, encouragement and valuable insights as I embark on this research endeavour. Most importantly, I am thankful to the Almighty God for granting me good health, life and the strength to undertake this study. I extend my sincere appreciation to my dedicated supervisor Dr. Judith Chepkemoi PhD, CHRP (K), for supporting, directing, and guiding me throughout this research. Lastly, to Mount Kenya University staff, I say thank you all for assisting me tirelessly.



ABSTRACT

High-performing companies, particularly those functioning in competitive and dynamic industries like the energy sector, require transformational leadership. The connection between emotional intelligence (EI) and transformative leadership in Kenya. Pipeline Company Limited (KPC), a vital company in the country's energy infrastructure, was investigated in this study. Low staff morale and disengagement are signs of leadership issues at KPC, according to recent assessments. These issues may be caused by leaders' lack of emotional intelligence. Even though research from throughout the world has shown how Emotional Intelligence (EI) affects transformative leadership, there are still few studies that concentrate on Kenya, especially in public companies like KPC. With regard to transformational leadership at KPC, The main goals of the study were to look into the impacts of social awareness, self-regulation, self-awareness, and social skills. The theories of internal control, transformational leadership, and emotional intelligence served as the study's compass. For the study, a descriptive research design was used. The sample size was established using the stratified random sampling technique and consisted of 90 respondents. Data for the study was gathered via a questionnaire. Pilot study conducted by Nairobi Branch. The data was analyzed using inferential statistics and descriptive statistics (mean, standard deviation, and frequencies). The results show that transformative leadership at Kenya Pipeline Company is strongly influenced by self-awareness. With high mean scores in self-reflection, feedback-seeking, and emotional management, descriptive analysis showed that most leaders understand how their strengths, shortcomings, and emotional awareness influence their leadership style. With a statistically significant coefficient ($\beta = 0.412$, $p < 0.05$), regression analysis further supported the substantial positive association between transformational leadership and self-awareness, suggesting that more self-awareness improves leadership effectiveness. Similarly, it was discovered that transformational leadership was significantly impacted by self-regulation, social awareness, and social skills (coefficients of $\beta = 0.389$ ($p < 0.05$), $\beta = 0.356$ ($p < 0.05$), and $\beta = 0.421$ ($p < 0.05$), respectively). These results imply that transformational leadership traits are more likely to be displayed by leaders who are able to control their emotions, comprehend team dynamics, and communicate well. To enhance transformational leadership, the study recommends targeted leadership development programs that prioritize emotional intelligence, self-regulation techniques, and communication skills. . Mentorship programs and organized feedback systems should also be put in place to help leaders become more self-aware and improve their methods of leading.

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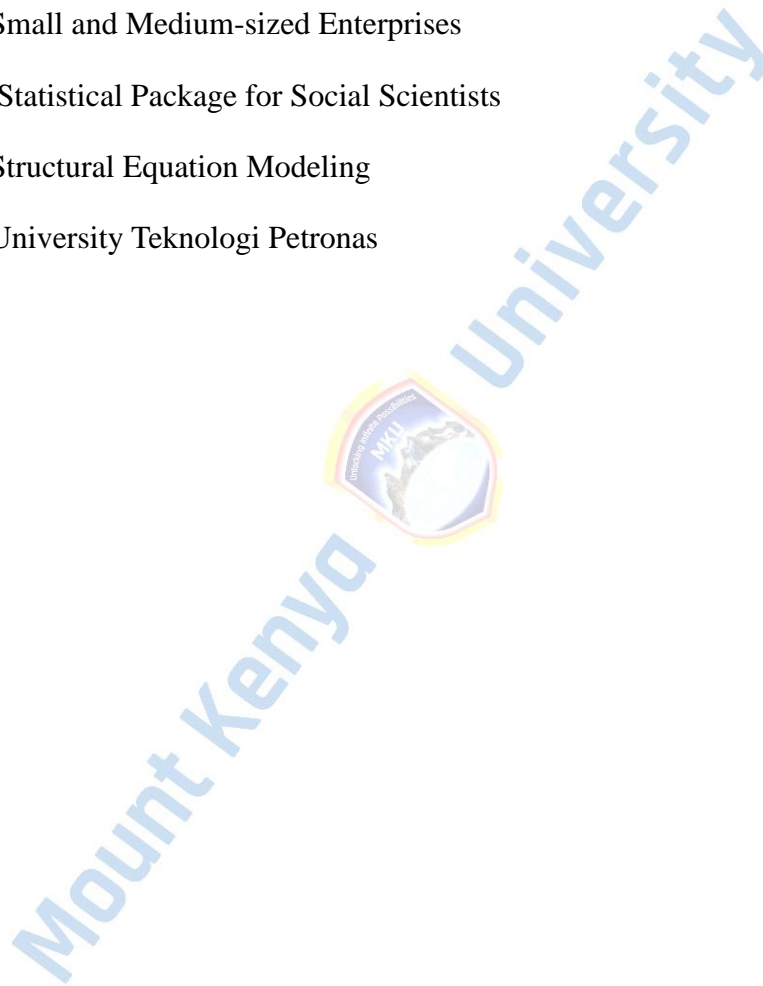
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ABBREVIATIONS AND ACRONYMS

IRI:	Interpersonal Reactivity Index
KPC:	Kenya Pipeline Company Limited
MMR:	Moderated Multiple Regression
NACOSTI:	National Commission for Science, Technology, and Innovation
OLS:	Ordinary Least Square
SME:	Small and Medium-sized Enterprises
SPSS:	Statistical Package for Social Scientists
SEM:	Structural Equation Modeling
UTP:	University Teknologi Petronas



CHAPTER ONE

1.0 Introduction

The study on the impact of emotional intelligence on transformational leadership at Kenya Pipeline Company is presented in this chapter. It describes the context of the research, the problem statement, the goals, and the importance of the study.

1.1 Background of the Study

More people are realizing how crucial (EI) is to effective leadership, especially in the context of transformational leadership. According to Arfat (2019), Transformational leaders are well known for their ability to uplift and motivate employees. To accomplish company objectives and promote constructive organizational change. The effect of (EI) on transformative leadership has been the subject of extensive research in recent years with the goal of developing more successful workforce management techniques (Cherniss, 2020).

Emotional intelligence encompasses several core abilities, such as sensing, utilizing, expressing, identifying, and learning from emotions. Managers cannot fully eliminate emotions from decision-making processes and must instead be mindful and intentional with their emotional responses, as adaptive use of emotions is essential for fostering effective interpersonal relationships and creating a positive emotional climate within the organization.

High EI leaders typically have greater success in organizations compared to those who rely solely on technical skills (Goleman, 2004). Watkins et al. (2019) highlight that emotional intelligence competencies are crucial for leaders, as they enable effective

reflection on experiences, interpretation of environmental signals, connection with followers, and development of strong interpersonal relationships.

1.1.1 Transformational leadership

In many parts of the world, the connection between transformative leadership and emotional intelligence has been thoroughly studied. High emotional intelligence leaders in the US are better at motivating their teams and handling organizational change, which boosts output and employee happiness, according to Goleman (2019). Similarly, research in Brazil has demonstrated that EI improves the efficacy of leadership by improving communication and conflict resolution skills (Cabrera & Martinez, 2022).

In Australia, Karimiet al.,(2022) found that managers with a positive outlook are better equipped to handle and address challenging situations effectively compared to those who are influenced by negative emotions. Understanding emotional intelligence is crucial for improving how services are delivered, as it helps organizations gauge and manage their emotional responses to customers. This, in turn, aids in developing a supportive organizational culture. Similarly, in Greece emotions play a key role in shaping leader's actions and behaviours, making it essential to manage both personal and others' emotions carefully, especially in difficult situations (Psilopanagioti et al.,2022). Moreover, given the diverse backgrounds of managers in a work environment—ranging from different ethnicities and beliefs this diversity influences their work methods and overall experience (Senvucel, 2019)

In the UK, Cherniss (2021) found that emotionally intelligent leaders are better at building relationships and motivating their teams, which enhances overall organizational performance. In Germany, Schuster (2019) highlights that EI contributes to effective change management and team cohesion, essential for transformational leadership. In China, studies have demonstrated that leaders with high EI are more successful in

managing organizational change and achieving transformational outcomes (Li & Wang, 2020).

In India, Kaura (2019) emphasized that focusing on emotional intelligence is crucial for increasing leader's overall output. Additionally, research in Pakistan by Baloch, Maimoona, Gohar, and Asma (2018) highlighted that investing in emotional intelligence development can help resolve conflicts, improve production, and significantly boost organizational performance. Similarly, studies conducted in Brazil have shown that Emotional Intelligence (EI) increases leadership effectiveness and work more effectively compared to those with lower emotional intelligence (George, 2020; Shatali, 2021; Serrat, 2019). Studies suggest that emotional intelligence accounts for about eighty percent of an individual's success in life and career, while cognitive intelligence only contributes around twenty percent. This demonstrates how EI influences the efficacy and conduct of leaders (Shatali, 2021). In India, Ramanujam, Vidya, and Rao (2018) found that entrepreneurial emotions positively impact networking, which in turn boosts performance. Similarly, research by Kahtani (2018) in Saudi Arabia highlighted that emotional intelligence enhances leaders' relationships management, improves teamwork, and strengthens social capital.

In Africa, the effect of EI on transformational leadership is gaining increasing attention. Research across various countries on the continent highlights the importance of EI in enhancing leadership effectiveness in public sector organizations. A study conducted by Mfikwe and Pelsler (2019) on senior leaders in South Africa examined the connection between leadership philosophies and emotional intelligence. The study showed no association between the emotional intelligence levels of male and female managers or any discernible variations in their leadership styles. Despite this, the study showed that leadership and emotional intelligence are tightly related, with leadership offering the

framework for the application of emotional intelligence. Consequently, it is critical to develop in senior executives both emotional intelligence and effective leadership to advance a unified vision and ensure fair service delivery in the civil service. The study also recommended that senior managers in the South African government should possess key competencies such as change management, strategic capability, client orientation, communication, and integrity. It suggested that recruitment processes for these senior positions should include competency assessments to ensure that candidates meet these requirements.

Mayer et al. (2019) examined emotional intelligence among highly educated South African women leaders. The study highlighted that interpersonal emotional intelligence was nearly as important as intrapersonal emotional intelligence, reflecting the leaders' emphasis on building and maintaining effective personal relationships. Additionally, empathy was highly rated among these women leaders, showing their commitment to emotional closeness and healthy relationships. The importance of emotional intelligence (EI) in promoting good leadership practices and enhancing organizational performance in South Africa was also mentioned by V&an der Merwe and Moyo (2019).

In Ghana, the significance of EI in leadership has been highlighted by Asante and Owusu (2023). They discovered that executives with high EI are more adept at inspiring their staff and resolving disputes which contributes to transformational leadership outcomes.

In Nigeria, a study by Adeyemi and Nwachukwu (2020) found that emotionally intelligent leaders are more effective in managing diverse teams and driving transformational change.

According to Kisa and Nakabuye (2021), emotional intelligence is essential for improving leadership efficacy and accomplishing corporate objectives in Uganda. In their 2020 study, Amir and Jesse examined the function of emotional intelligence in Northern Ugandan psychotherapists and proposed that it ought to be a fundamental component of their education. In order to help psychotherapists better handle stress connected to their jobs, the study suggested implementing emotional intelligence interventions.

A study on servant leadership and emotional intelligence (EI) was carried out in Rwanda. highlights a growing concern among African researchers about the dominance of Western-centric models of EI and leadership, which they argue do not adequately reflect African cultural contexts (Winston & Ryan, 2018). African academics have been creating ideas that are more in line with their cultural origins in order to address this problem. The investigation of organizational behavior in South, East, and Central Africa is the result of this endeavor, particularly through the lens of the "Ubuntu" philosophy. Ubuntu, prevalent among Bantu tribes, emphasizes the interconnectedness of individuals within a community and the shared sense of humanity. Important components of EI, including self-awareness, self-management, and relationship management, are in line with this theory (LeGrande, 2021; Murithi, 2019).

1.1.2 Public corporations

Kenya has made significant strides in promoting transformational leadership with the necessary qualities and attributes, as outlined in the Kenyan Constitution (2010). Chapter six of the Constitution emphasizes leadership and integrity, ensuring that state officers are viewed as servants rather than rulers and mandates that those who abuse their

positions are barred from holding public office in the future, along with facing other penalties. However, there isn't much research on the connection between transformational leadership and emotional intelligence in Kenya. The majority of empirical research focuses on the relationship between leadership styles and social EI.

(Mwania, Mwakhamah&Nyamboga,2023)

The impact of emotional intelligence and transformative leadership on employee engagement in Kenyan public companies was examined by Kamau (2019). The study found that self-awareness and social awareness are essential for inspiring employees. Furthermore, it revealed a strong association between transformational leadership and emotional intelligence, highlighting the impact of strong relationships on employee engagement. To enhance performance in public companies, the paper suggests using best practices that increase involvement.

The relevance of emotional intelligence in leadership among quality assurance managers at Kenyan institutions was also investigated by Ayiro and Sang (2012). Their results demonstrated that these managers' service quality was enhanced by better emotional intelligence. They also pointed out that the manager's emotional intelligence is directly related to how effective they are seen to be. In order to increase emotional intelligence, the study underlined the necessity of self-evaluation and peer review training. Although careful selection is essential due to the related costs, involving peer reviewers from other universities could improve the process even more.

In an investigation carried out in Nairobi, Kenya, Osieko et al., (2019) found that a manager's emotional intelligence significantly influences strategic decision-making in private school enterprises. In Kenyan microfinance institutions, Bii (2018) examined leadership styles, emotional intelligence, and innovative work behavior. She found that emotional intelligence was strongly positively correlated with both innovative work

behavior and transformational leadership. Furthermore, in Kenya, Chepng'eno and Ngui (2017) found that transactional and contingent incentive leadership styles are positively correlated with EI.

1.2 Problem Statement

Transformational leadership is widely acknowledged as a cornerstone of high-performing organizations, enabling them to navigate the complexities of turbulent and competitive environments (Bass & Riggio, 2006). For Kenya Pipeline Company Limited (KPC), which plays a vital role in the energy sector, the need for transformational leadership is particularly pronounced (Mutuku, 2020). The organization's success depends not only on operational efficiency but also on maintaining stakeholder trust and delivering quality service to the public. Recent research has demonstrated the importance of emotional intelligence (EI) in fostering transformative leadership since leaders with EI are more equipped to understand and manage their own emotions as well as those of their team members (Kok & O'Brien, 2021).

However, despite the well-documented benefits of transformational leadership, KPC faces significant challenges related to leadership efficacy (Ochieng & Tengeh, 2021). Internal assessments have identified troubling trends such as low employee morale, increased turnover, and disengagement among staff. These issues can often be traced back to ineffective leadership practices, including a lack of emotional awareness and inadequate communication skills (Sang et al., 2022). Reports indicate that these deficiencies have hindered organizational performance, suggesting that there is an urgent need to cultivate leadership that integrates emotional intelligence principles effectively (O'Boyle et al., 2022).

Furthermore, while research linking emotional intelligence to transformational leadership has been expanding globally, there is a noticeable gap in studies focusing specifically on EI within Kenya, particularly in the energy sector (Njoroge & Gichuhi, 2023). Challenges stemming from ineffective leadership are prevalent in many African countries, including Kenya, where leaders often struggle with emotional competencies necessary for inspiring and motivating teams (Cascio & Luthans, 2023). This gap is critical, especially as KPC leaders are tasked with managing substantial public resources and ensuring effective service delivery amid fluctuating market conditions and regulatory changes.

Given these difficulties, the purpose of this research is to investigate how emotional intelligence and transformative leadership are related within Kenya Pipeline Company Limited. Understanding this relationship is vital for enhancing leadership practices that can ultimately lead to improved employee engagement, greater organizational cohesion, and better overall performance.

1.3 Purpose of the Study

The purpose of this study was to examine effect of emotional intelligence on transformational leadership in public corporations, a case of Kenya pipeline company.

1.4 Research Objectives

- i. To establish the effect of self-awareness on transformational leadership in Kenya pipeline company limited
- ii. To investigate the effect of self-regulation on transformational leadership in Kenya pipeline company limited
- iii. To examine the effect of social awareness on transformational leadership in Kenya pipeline company limited

- iv. To determine the effect of social skills on transformational leadership in Kenya pipeline company limited.

1.5 Research Questions

- i. Does self-awareness affect transformational leadership in Kenya Pipeline Company Limited?
- ii. What is the effect of self-regulation on transformational leadership in Kenya Pipeline Company Limited?
- iii. How does social-awareness influence transformational leadership in Kenya Pipeline Company Limited?
- iv. What is the effect of social skills on transformational leadership in Kenya Pipeline Company Limited?

1.6 Significance of the Study

The following parties could benefit from the study: For policymakers, this study's exploration into the effect of emotional intelligence on transformational leadership offers critical insights into how leadership qualities can be enhanced within organizations. By being aware of how self-control, social awareness, self-awareness, and social abilities influence leadership effectiveness, policymakers can design more targeted policies and training programs aimed at improving leadership skills across various sectors. This could lead to the development of initiatives that foster better management practices, promote ethical leadership, and enhance overall organizational performance. Such policies would not only benefit individual organizations like Kenya Pipeline Company Limited but also contribute to broader economic and social development by improving leadership standards across industries.

For management teams, the findings of this study provide actionable insights into how emotional intelligence components can enhance transformational leadership capabilities. Understanding the specific effects of self-awareness, self-regulation, social awareness, and social abilities on leadership effectiveness can help managers implement strategies that bolster these skills within their teams. This can lead to improved team dynamics, increased employee engagement, and higher productivity. Managers can use these insights to create development programs tailored to enhancing these emotional intelligence aspects, ultimately driving organizational success and creating a more upbeat atmosphere at work.

This work adds significantly to the corpus of research on emotional intelligence and transformative leadership, which is beneficial for academics. By examining these constructs within Kenya Pipeline Company Limited, the research provides empirical evidence on how different facets of emotional intelligence influence leadership effectiveness in a specific organizational setting. This can help refine theoretical models and provide a basis for further studies in various sectors. Additionally, the study can inspire future research exploring the relationship between EI and leadership across different industries and cultural settings, thereby expanding the academic discourse on effective leadership practices.

1.7 Scope of the Study

Investigating the impact of emotional intelligence components—self-awareness, self-regulation, social awareness, and social skills—is the main goal of this study. on transformational leadership within Kenya Pipeline Company Limited. Over the course of three months, the investigation was carried out. In order to ensure a thorough examination of the relationship between emotional intelligence and leadership

effectiveness, the research concentrated on collecting data from important management and leadership professionals within the organization.

1.8 Limitations of the Study

The following restrictions were present in the study: including the limited timeframe of three months, which may restrict the depth and breadth of data collection and analysis. Additionally, focusing solely on Kenya Pipeline Company limited the generalizability of the findings to other organizations or industries. To overcome these limitations, The study included both qualitative and quantitative methods data collection methods to ensure an in-depth analysis despite the short duration. By using targeted surveys, the research aimed to gather comprehensive insights within the given timeframe. To address the generalizability issue, the study highlighted the case study factors of Kenya Pipeline Company Limited while suggesting avenues for future research that could explore similar themes in different organizational settings.

1.9 Delimitations of the Study

The research was restricted to Kenya Pipeline Company Limited, focusing exclusively on this specific organization and its employees within Nakuru branch, Kenya. The study was delimited within four specific objectives and was completed over the course of three months.

1.10 Assumptions of the Study

The study made the assumption that the subjects from Kenya Pipeline Company Limited provided honest and accurate responses in surveys regarding their emotional intelligence and leadership practices. It is also assumed that the current leadership models and emotional intelligence frameworks are applicable and relevant to Kenya Pipeline Company Limited. Furthermore, the study presumed that the data collected within the

three-month period was sufficient to capture meaningful insights into the relationship between emotional intelligence and transformational leadership.



1.11 Operational Definition of Key Terms

Emotional Intelligence: (EI) is the capacity to recognize, understand, and regulate one's own emotions as well as to perceive, understand, and influence those of others.

Self-Awareness: The capacity to recognize and understand one's own emotions, strengths, and shortcomings as well as how they affect other people is known as self-awareness.

Social Awareness: Perceiving and comprehending the feelings, needs, and worries of others, as well as identifying social dynamics and cues, is known as social awareness.

Social Skills: The talents needed to successfully engage, communicate, and form bonds with others are referred to as social skills

Self-Regulation: Self-regulation is the ability to manage and control one's feelings and impulses in a range of situations. It entails remaining composed, adjusting to shifting conditions, and handling difficulties in a positive and fair way.

Transformational Leadership: Motivating and motivating followers to welcome change and achieve remarkable outcomes is a hallmark of transformational leadership.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This study investigates the effect of emotional intelligence on transformational leadership within Kenya Pipeline Corporation. It explores current studies and theoretical stances on the subject. A conceptual framework has also been developed to direct the analysis. The study specifically examines the effects of different emotional intelligence components, including self-awareness, social awareness, self-regulation, and social skills, on transformational leadership techniques in the workplace.

2.1 Empirical Review

2.1.1 Self-Awareness and Transformational Leadership

The capacity to correctly recognize and comprehend one's emotions and their impact in diverse circumstances is known as self-awareness (Daniel & Jones, 2023). It helps people deal with emotional difficulties and enables them to properly control their emotions, especially while they are experiencing negative emotions. According to studies, 83% of high achievers have excellent self-awareness, making it a critical foundational skill upon which other emotional skills are built (Bradberry & Greaves, 2019).

Without an understanding of one's emotions and their triggers, leading a fulfilling and productive life becomes challenging. Enhanced self-awareness facilitates personal growth, acceptance of feedback, and overall success. It involves introspection and the ability to distinguish oneself from the surrounding environment and others. Self-awareness supports effective life and behavior management and deepens understanding

of oneself and others. For team members, being aware of their emotions is crucial as uncontrolled feelings can affect team dynamics and culture. Effective team members display self-confidence, which reflects their self-awareness and emotional regulation abilities (Goleman, 2019).

Mwangi and Odhiambo (2022) conducted a study in Nairobi to explore the impact of self-awareness on transformational leadership among employees of telecommunications firms in Nairobi City. The target population included 300 senior and middle-level managers. Findings showed a positive correlation between managers' self-awareness and their ability to inspire, communicate vision, and act with empathy in leadership. However, gaps emerged concerning the role of organizational environment in moderating the self-awareness-leadership relationship. Therefore, by concentrating on the Kenya Pipeline Company, this paper seeks to remedy.

Kimani (2023) investigated self-awareness among leaders in the education sector in Nakuru County, targeting 200 head teachers and school managers. Using a mixed-methods approach, Kimani found that self-aware leaders could better manage stress and motivate staff, improving overall school performance. Despite these positive findings, the study did not account for the effects of organizational environment on transformational leadership, a gap this research will address in the context of a public corporation.

In 2021, Li and Zhang investigated the impact of self-awareness on transformational leadership within the Chinese technology sector, targeting a sample of 150 managers in Shenzhen. Employing a quantitative research design, the study revealed that self-awareness contributed to leaders' clarity in decision-making and increased team cohesion. Nevertheless, the study identified a gap in understanding how self-awareness

might influence adaptability in rapidly changing industries, which this research will further explore.

Patel and Desai (2022) investigated self-awareness among corporate leaders in the Indian financial sector, targeting 250 executives across five firms in Mumbai. Using a case study approach, their findings emphasized that self-awareness led to higher emotional resilience, crucial for transformational leadership. However, the study overlooked how self-awareness may affect leaders' capacity to implement long-term organizational strategies. In order to close this gap, this study looks at long-term leadership impacts within Kenya Pipeline Company.

Ojewola (2022) conducted research in Ogbomosho Metropolis, Nigeria, to examine the connection between self-awareness and the school leadership effectiveness of high school students. Using a random sample of 250 head teachers. The study found a strong correlation between good leadership and self-awareness. While the study focused on header teachers' leadership, it provides insights relevant to self-awareness in leadership contexts. However, cultural differences between the sample and the current study's context present a limitation in generalizing the findings.

Similarly, Owan (2022) explored the link between self-awareness and leaders' achievement among high schools in Nigeria, with a randomly selected sample of 200 leaders. The results showed a strong correlation between leaders' success and self-awareness. Though the study was subject-specific, it highlighted the broader impact of emotional intelligence, including self-awareness, on achievement, which can be extended to understanding leadership effectiveness. However, it focused solely on academic institution, limiting its applicability to broader leadership contexts.

2.2.2 Self-Regulation and Transformational Leadership

Self-regulation refers to the ability to harness one's awareness of thoughts, physical sensations, and feelings to attain a state of concentrated focus and intentional reflection before to acting (Gross, 2022). It serves as a link between a person's social awareness and self-awareness, since good self-regulation requires a high level of self-awareness. This ability helps people to develop resilience, change bad habits, and let go of unhelpful ideas or impulses (Hay Group, 2020).

People who are adept at self-management are able to control their emotions. and make decisions that align with their mental well-being and personal motivation, helping them to achieve their goals. It supports overcoming obstacles and maintaining focus on objectives while fostering the development of positive and strong relationships. Emotional self-control, dependability, diligence, flexibility, optimism, goal-orientees, and initiative are essential elements of self-regulation. (Bwoma ,2021).

The impact of the skills and capabilities of a team leader on the performance of the team was investigated by Zakaria and Taiwo (2023), who paid special attention to the function of self-regulation leadership competences. 176 faculty members were surveyed for the study, which was carried out at University Teknologi Petronas (UTP). Structural equation modeling (SEM) was used to evaluate the data. The findings demonstrated that team performance was greatly impacted by human skills and team self-evaluation, with technical skills being directly impacted by self-evaluation. Moore and Rudd (2021) used purposive sampling to poll seven farm administration heads in order to determine critical leadership characteristics for Extension leaders. Human, conceptual, technical,

communication, emotional intelligence, and industrial knowledge skills were the six crucial categories they highlighted.

A sample of 216 corporate executives from the United States and Malaysia was used by Rahman and Castelli (2023) to investigate the impact of empathy in the effectiveness of leadership competency. Empathy was measured using Davis's Interpersonal Reactivity Index (IRI), and findings indicated that U.S. Compared with their Malaysian counterparts, leaders showed noticeably more empathy. Empathic leaders were shown to be more successful, indicating that multinational corporations should concentrate on cultivating empathy among their leaders.

Bwoma (2021) studied the effect of leadership skills on youth group project management in Kisii county. Using information gathered from 302 respondents and 21 youth groups via a descriptive survey, the research showed that self-regulation would enhance youth group profitability and performance. The study recommended promoting youth leadership to help integrate young people into the labor market and address unemployment challenges in Kenya and globally.

A study by Kimani and Waithaka (2021) was conducted within the Kenyan Ministry of Education, targeting mid-level managers across various departments. 150 individuals were sampled for the study using a descriptive research method. through stratified random sampling. Findings indicated that self-regulation in managers led to increased focus and better management of team dynamics, significantly enhancing transformational leadership outcomes. However, a noted gap was the lack of adaptability in self-regulation skills, which the researchers suggested could improve leadership effectiveness across Kenya's public sector. This aligns with the current study's objective, aiming to examine how self-regulation influences transformational leadership within the

Kenya Pipeline Company, where structured self-regulation adaptability may further support transformational outcomes.

In another study, Otieno and Mwangi (2022) focused on leaders within Kenya's healthcare sector, examining self-regulation among 200 department heads and supervisors, with a final sample of 120 respondents selected through purposive sampling. Employing a mixed-methods design, the study found that leaders who practiced self-regulation responded more effectively to high-stress situations without diminishing team morale, ultimately enhancing transformational leadership effectiveness. However, the study identified a gap in standardized self-regulation assessment tools to evaluate effectiveness across sectors, suggesting an opportunity for more consistent evaluations. Addressing this gap, the current study in the Kenya Pipeline Company seeks to explore the role of self-regulation on transformational leadership with a focus on developing sector-specific assessment criteria that can enhance consistent evaluation and targeted leadership training in public corporations.

2.2.3 Social-Awareness and Transformational Leadership

Being socially aware means being able to effectively identify and comprehend other people's feelings and experiences, even if one does not personally share those feelings (Goleman, 2019). It means staying attuned to the emotions of others rather than being solely focused on one's own feelings. Key skills in social awareness include effective listening and keen observation, which help individuals perceive and understand others' emotional states while navigating their own interactions. This competency helps individuals grasp the dynamics of relationships within their environment, appreciate and acknowledge others' feelings, and comprehend the organizational and social structures at play. According to Goleman (2019), social awareness is comprised of three primary competencies: service orientation, organizational awareness, and empathy.

A study by Mwanja (2023) investigated the connection between Kenyan managers' social awareness and leadership effectiveness. However, the study was restricted to Southeastern Kenya University, which would limit how broadly the results can be applied to other Kenyan organizations or industries. Furthermore, there is a knowledge gap on how other aspects of emotional intelligence, including self-awareness and self-regulation, might similarly impact transformational leadership in various contexts because the study only examined social awareness as a component of emotional intelligence.

The function of social awareness in transformational leadership in the educational field was examined by Njeri and Otieno (2020). A sample of 150 school administrators participated in the study, which was carried out in Nairobi using a descriptive survey design. The results showed that transformational leadership was positively impacted by social awareness, which explained 42% of the variation in leadership effectiveness ($r = 0.42, p < 0.05$).

Leaders who exhibited greater empathy and attentiveness to social cues were reported to foster better team cohesion and trust. However, the study highlighted a need for further research in sectors beyond education to understand the broader applicability of social awareness in different organizational contexts. The present study builds on this by focusing on Kenya Pipeline Company, a public corporation.

Mainga (2022) aimed to examine the measures taken by government agencies in the public service to promote ethical behavior, in accordance with relevant legislation. The study used a descriptive survey approach, focusing on public organizations (parastatals) as the target population. Descriptive statistics, analyzed using the Statistical Package for Social Scientists (SPSS), were presented in tables along with further interpretations. The

findings revealed that public service organizations lacked policies to protect employees who reported unethical behavior, and they were insufficient in evaluating their ethical programs.

A study on the connection between transformative leadership and social consciousness was carried out in South Africa by Vrba (2017). 314 participants—including peers, leaders, associates, and subordinates—were asked to complete the Multifactor Leadership Questionnaire. The results indicated that social awareness and transformational leadership were positively correlated, indicating that transformational leadership behaviors were more likely to be displayed by leaders who were more socially aware.

The research was confined to a South African, which may not fully capture how social awareness influences transformational leadership in different cultural or organizational settings. Furthermore, the study used self-reported data, which could add bias into the evaluation of social awareness and leadership behaviors.

Mfikwe et al. (2021) conducted research in south Africa on senior leaders' leadership philosophies and emotional intelligence in the South African government. The researchers combined surveys and interviews as part of a mixed-methods approach with 180 administrators. The study found that leaders with higher levels of social awareness were more effective at fostering collaboration, trust, and staff morale—key elements of transformational leadership. However, the study had limitations, including its focus on healthcare administrators in South Africa, which limits the findings' applicability to different industries or cultural settings.

Johnson and Liu (2021) explored the impact of social awareness on revolutionary leadership in Canada's healthcare sector. Utilizing a mixed-methods approach, the study surveyed 200 healthcare managers and conducted in-depth interviews to assess the role of social awareness in enhancing transformational leadership. The quantitative findings indicated a strong correlation between social awareness and transformational leadership behaviors ($r = 0.65$, $p < 0.01$), with qualitative insights suggesting that leaders with heightened social awareness were better able to inspire and emotionally connect with their teams. Despite the robust findings, the study highlighted a gap in understanding the application of social awareness in other sectors, such as public corporations, which this study aims to address within the context of Kenya Pipeline Company.

Similarly, a study by Martínez (2022) in Spain examined social awareness and its influence on transformational leadership in the technology sector. Using a longitudinal research design, the study followed 220 managers over two years to observe how changes in social-awareness competencies affected leadership outcomes. Results showed that leaders with high social-awareness skills demonstrated a 30% improvement in team productivity and motivation over the study period ($p < 0.05$). However, the study noted that the study did not explore sector-specific challenges, particularly in regulated industries. This limitation is addressed in the current study by focusing on a public corporation setting, providing a unique context for analyzing social-awareness impacts on transformational leadership.

2.2.4 Social-Skills and Transformational Leadership

Managers in organizations who possess strong social skills are typically effective at networking, persuading others, driving organizational change, and demonstrating leadership (Brown & Smith, 2021). Social skills and transformative leadership among

managers in the US hotel sector were the subjects of a study conducted by Carter and Lee (2020). Using a cross-sectional research design, Carter and Lee surveyed 300 hotel managers to assess how their social skills impacted their transformational leadership capabilities. Findings showed a significant positive correlation between social skills and transformational leadership effectiveness ($r = 0.63$, $p < 0.01$), with managers demonstrating high social skills more successfully inspiring and motivating their teams. However, Carter and Lee noted a gap in research within public service organizations, suggesting a need to understand how social skills influence transformational leadership in varied organizational environments.

Similarly, Smith and Müller (2021) conducted a study in Germany to explore the impact of social skills on transformational leadership in the technology sector. This longitudinal study sampled 250 managers over an 18-month period, tracking changes in transformational leadership performance as social skills training was introduced. Results indicated that managers who enhanced their social skills through training showed a 20% improvement in team performance and engagement ($p < 0.05$). Despite the positive findings, Smith and Müller acknowledged a limitation in examining how social skills impact transformational leadership in sectors outside of technology. This current study aims to address this gap by focusing on social skills within Kenya Pipeline Company, a public corporation.

Wang et al. (2019) explored the relationship between leaders' social skills and transformational leadership in technology firms in China. Using a quantitative survey method involving 250 leaders and their subordinates, the study found that leaders with strong social skills, such as empathy, conflict management, and effective communication, exhibited higher levels of transformational leadership behaviors. These leaders were better able to foster innovation, motivate their teams, and build trust within the

organization. Despite these insights, the study focused solely on the technology sector, leaving a gap in understanding how social skills influence transformational leadership across diverse industries.

Serrat et al. (2021) conducted in Spain's healthcare sector examined the impact of social skills on transformational leadership among hospital administrators. Using a mixed-methods approach that included surveys and interviews with 180 administrators and healthcare professionals, the research revealed that leaders who possessed strong social awareness, emotional regulation, and interpersonal skills were more successful in creating a supportive work environment and improving staff morale. The study's findings also emphasized that socially skilled leaders are more effective in promoting collaboration and resilience during crises. However, the research did not consider the potential moderating effects of organizational culture on the relationship between social skills and leadership effectiveness, indicating an area for further exploration.

Mwangi and Ochieng (2019) investigated the role of social skills in enhancing transformational leadership among educational leaders in Nairobi. Using a descriptive survey design, the researchers sampled 200 school administrators to evaluate the relationship between social skills and transformational leadership. Findings revealed a moderate positive relationship ($r = 0.48$, $p < 0.05$), with administrators who demonstrated high social skills more effectively fostering an inclusive and motivated environment. The findings highlighted a gap in research regarding social skills in leadership within corporate and public sectors, which this study seeks to address.

Likewise, Kamau and Wanjiru (2022) conducted research on social skills and transformational leadership among financial institution managers in Kenya. The study used a correlational research design and surveyed 150 managers from leading banks in Nairobi. Results showed that social skills were a significant predictor of transformational

leadership behaviors, accounting for 35% of the variance in leadership effectiveness ($p < 0.05$). The findings noted that leaders with strong social skills were better able to build trust and communicate effectively with their teams, which in turn led to higher productivity. However, the study was limited to private-sector organizations, leaving a gap in understanding social skills within public corporations, such as Kenya Pipeline Company, which this study aims to address.

2.3.5 Transformational Leadership

Over time, the idea of leadership has changed dramatically to meet new needs and adjust to changing environments. Effective leadership, according to this study, is the capacity of a leader to motivate, inspire, and enable team members to achieve shared objectives (Dinh & Lord, 2021).

Transformational Leadership and Leader-Member Exchange (LMX) theories are particularly relevant to this research, as their core principles closely align with components of emotional intelligence (EI). These theories highlight the importance of relationship-building, empathy, and communication skills essential for emotionally intelligent leadership.

A characteristic of leaders with strong EI is the capacity to control one's emotions and impulses, which is essential to transformative leadership. In spite of hardship, these leaders are able to inspire and encourage their followers to reach their full potential because they can remain composed under pressure and stay committed to their goals. Attributes of transformational leadership, such idealized impact, inspirational motivation, intellectual stimulation, and individualized consideration are closely linked to emotional intelligence. Leaders with high emotional intelligence are better equipped to lead by example (idealized influence), inspire others to achieve their best (inspirational motivation), encourage creative and critical thinking (intellectual stimulation), and offer personalized support and coaching to followers (individualized consideration) (García-Morales et al., 2022)

Anantatmula (2020) found that transformational leaders inspire their followers and create supportive work environments, assisting them in overcoming more difficult obstacles in the global economy. Other research shows that transformational leaders enhance team performance by encouraging, influencing, and inspiring their teams (Riaz & Haider, 2019) and by motivating them (García-Morales et al., 2022).

Njoroge (2021) examined transformational leadership in Kenya's public healthcare sector, focusing on its impact on employee motivation and performance. Using a descriptive survey design, the study collected data from 150 healthcare professionals in Nairobi County, exploring how transformational leadership behaviors influenced staff morale and productivity. The findings showed a significant positive relationship between transformational leadership and employee motivation, with transformational leadership accounting for 47% of the variance in motivation levels ($r = 0.47, p < 0.05$). Leaders who demonstrated inspirational motivation and individualized consideration were particularly effective in promoting a motivated workforce. However, the study noted a gap in research on transformational leadership in other sectors, highlighting the need for similar studies in corporations such as Kenya Pipeline Company.

Wanjiku (2020) investigated the role of transformational leadership on organizational change within Kenyan financial institutions. The study employed correlational research design, sampling 200 employees from major banks in Nairobi. The results indicated that transformational leadership significantly contributed to successful organizational change, with 53% of respondents reporting that leaders who practiced transformational behaviors helped them adapt to new processes and policies more effectively. Key transformational leadership behaviors, including intellectual stimulation and inspirational motivation, were associated with higher adaptability and openness to change among employees. The

findings acknowledged the study's limitation to the private sector, noting a lack of similar research within public corporations. The current study aims to address this gap by focusing on transformational leadership in Kenya Pipeline Company.

2.3 Theoretical Review

This study was built upon several key theories, including emotional intelligence theory, transformational leadership theory and internal control theory.

2.3.1 Emotional Intelligence Theory

The foundation for the Emotional Intelligence (EI) theory was established in the 1990s by psychologists such as Salovey and Mayer (1990). According to their definition, emotional intelligence (EI) is the ability to recognize, understand, and regulate one's own emotions as well as those of others. Later, Goleman (1995) expanded on this paradigm by identifying four critical competencies for effective leadership: relationship management, self-awareness, self-management, and societal awareness (Goleman et al., 2017).

EI theory is highly relevant to transformational leadership as it equips leaders with the skills to empathize with and inspire their teams. Emotional intelligence enhances leaders' ability to create supportive environments, manage conflicts, and drive motivation, all of which are essential for transformational leadership (Clark et al., 2020). Recent research indicates that leaders with high EI are more effective in transformational roles, promoting positive outcomes in employee performance and organizational culture (Newman et al., 2019). In Kenya, studies in public corporations show that leaders with high EI scores often demonstrate transformational leadership qualities, which significantly contribute to organizational success.

However, EI theory has its limitations. A primary criticism is the lack of standardized definitions and assessment methods, which can lead to inconsistent measurement and reliability issues (Matthews et al., 2018). Furthermore, some researchers argue that EI overlaps significantly with other established personality traits, such as emotional stability and general intelligence, reducing its distinction as a separate construct (Schlegel & Mortillaro, 2019). Additionally, while there is a correlation between EI and leadership effectiveness, causation has not been definitively established, suggesting that EI may be one of many factors contributing to leadership success (Walter et al., 2018).

2.3.2 Transformational Leadership Theory

Originally created by Burns (1978) and further developed by Bass (1985), it centers on leaders who motivate followers to put the organization's needs ahead of their own. Transformational leaders are distinguished by their capacity to cultivate a common goal, inspire others, and promote critical thinking and thoughtful discussion among their groups (Bass & Riggio, 2016). Recent research continues to underscore the theory's importance; for example, in a study by Kumar and Adhikari (2019), transformational leadership was shown to correlate with enhanced team cohesion and employee commitment, leading to higher organizational performance.

Emotional intelligence (EI) and transformational leadership theory are strongly related, which makes them relevant to this study. High EI allows leaders with transformational traits to comprehend and control their own emotions as well as those of their team members. The idea that emotionally intelligent leaders are better at inspiring, establishing trust, and cultivating a great workplace culture is supported by this connection between transformational leadership and EI. Transformational leaders are therefore especially valuable in dynamic environments where adaptability and emotional awareness are critical to organizational success (Hoch et al., 2018).

While Transformational Leadership Theory offers several strengths, it is not without limitations. One significant critique is that it places considerable emphasis on the leader's charisma, which can lead to dependence on the leader, hindering followers from becoming independent thinkers (Kark et al., 2018). This dependency can be problematic if the leader departs from the organization, as followers may struggle to maintain productivity or direction without the leader's influence (Ng, 2018). Furthermore, in highly structured or bureaucratic settings, the flexibility and innovation promoted by transformational leadership may conflict with rigid organizational protocols (Banks et al., 2018). Finally, the assumption that all leaders possess high EI may be unrealistic; as noted by Clarke (2020), not all leaders have the innate or developed emotional awareness required for transformational leadership, limiting its applicability across different contexts. Transformational Leadership Theory offers valuable insights into the qualities of effective leaders and their impact on organizational success. However, its effectiveness may vary depending on organizational culture, context, and the emotional intelligence of the leader. This theory's relevance to this study is further emphasized by its connection to emotional intelligence, which plays a vital role in fostering positive, motivating, and empathetic relationships within organizations.

2.3.3 Internal Control Theory

Internal Control Theory, proposed by Dr. William Glaser in 1972 and influenced by William Powers' Perceptual Control Theory, emphasizes that behavior is driven primarily by internal motivations and self-regulation within organizations. Glaser's theory suggests that when management creates an environment that prioritizes a strong awareness of internal controls, the organization is better equipped to maintain effective internal control systems (Glaser, 1972; Powers, 1973). A well-established control environment is characterized by policies that foster ethical behavior, maintain budgetary discipline, and

uphold rigorous auditing practices, ensuring that employees operate within a framework that supports compliance and ethical standards (Jones & George, 2020).

The relevance of Internal Control Theory to this study lies in its application to the public sector, particularly in state corporations, where effective internal controls can support the development of emotionally intelligent and transformational leadership. In environments with strong internal controls, leaders are better able to manage organizational behavior, align employee actions with company goals, and foster a culture that values integrity, accountability, and performance (Thomas et al., 2021). By understanding how internal motivations and controls shape employee behavior, leaders in public corporations, such as Kenya Pipeline Company, can more effectively promote high standards, support compliance, and enhance overall performance.

Despite its strengths, Internal Control Theory has notable limitations. One critique is its strong emphasis on internal controls and intrinsic motivations, which may overlook the impact of external factors like market dynamics, regulatory changes, or technological advancements that also significantly influence organizational effectiveness (Petersen & Zaman, 2019). Additionally, the theory assumes that well-established internal controls are inherently effective if implemented correctly; however, in practice, even rigorous internal controls may fail due to human error, external pressures, or unforeseen events (Bedard & Chi, 2021). These challenges can create gaps in the internal control environment, potentially affecting the organization's ability to respond effectively to external changes or crises. While Internal Control Theory offers a framework for understanding how internal motivations and controls drive organizational performance, it is essential to acknowledge its limitations. Recognizing both internal and external factors that influence control systems can enhance leadership effectiveness, particularly in

public corporations where transformational leadership and emotional intelligence are pivotal for success.

2.4 Conceptual Framework

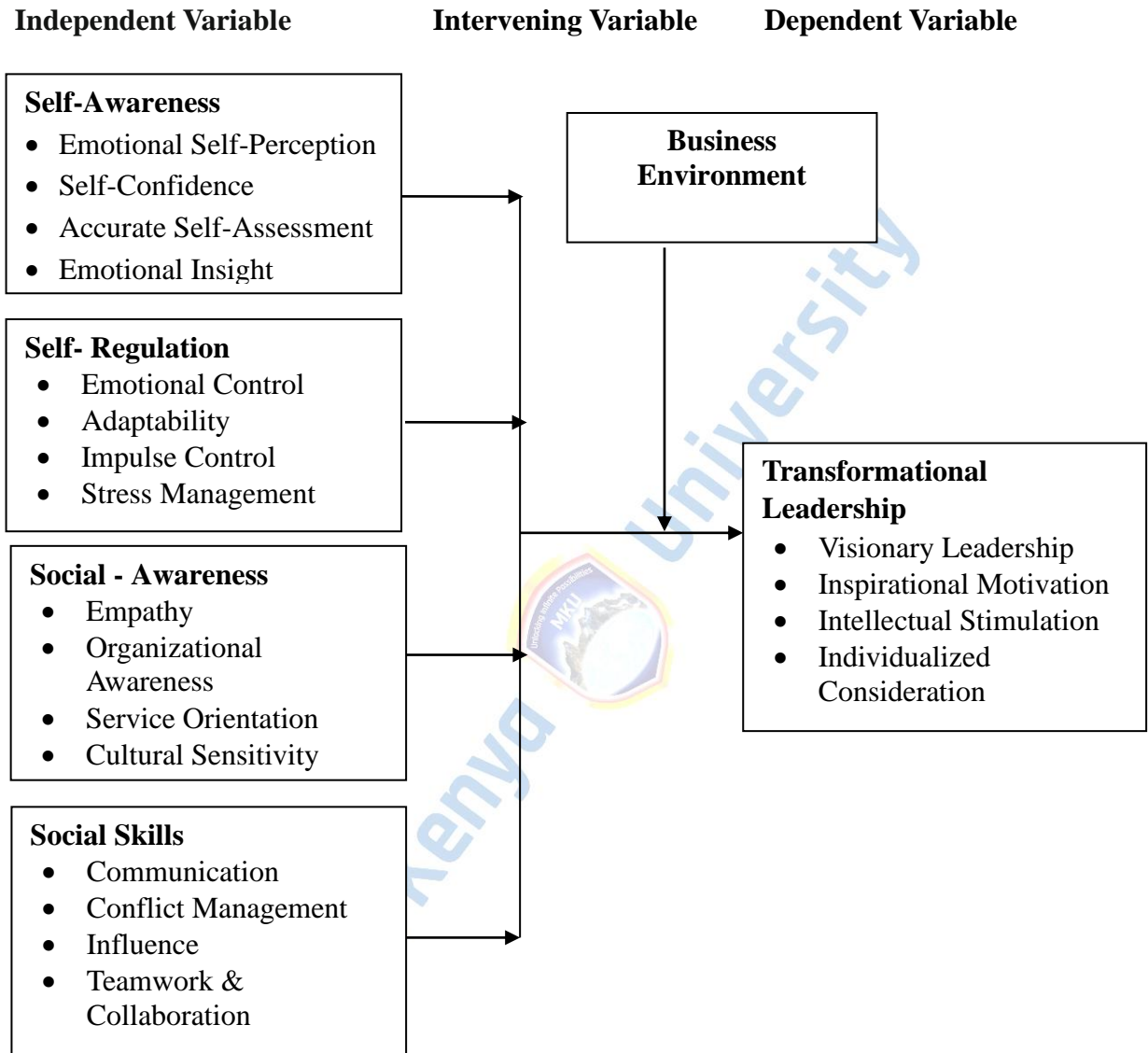


Figure 1: Conceptual Framework

Source: Author (2024)

Self-Awareness as an independent variable encompasses several key indicators: Emotional Self-Perception, Self-Confidence, Accurate Self-Assessment, and Emotional Insight. Emotional Self-Perception involves recognizing and understanding one's own emotions, which is essential for self-regulation and effective leadership. Self-Confidence supports transformational leadership by empowering leaders to make decisions and

inspire confidence in others. Accurate Self-Assessment allows leaders to understand their strengths and weaknesses, facilitating personal growth and effective leadership. Emotional Insight helps leaders understand how their emotions impact their behavior and decisions, which can enhance their ability to connect with and motivate followers.

Self-Regulation includes Emotional Control, Adaptability, Impulse Control, and Stress Management. Emotional Control is crucial for maintaining composure and making rational decisions under pressure. Adaptability reflects a leader's ability to adjust to changing circumstances and manage uncertainty, which is vital for guiding teams through change. Impulse Control prevents rash decisions and ensures thoughtful, deliberate actions. Stress Management involves using techniques to handle stress effectively, maintaining a leader's effectiveness and resilience.

Empathy enables leaders to understand and respond to the emotional needs of others, fostering a supportive and engaging environment. Organizational Awareness helps leaders navigate the complexities of their organization, facilitating better decision-making and influence. Service Orientation reflects a leader's ability to anticipate and meet the needs of their team, enhancing overall performance. Cultural Sensitivity ensures leaders respect and understand diverse backgrounds, promoting inclusivity and effective communication.

Social Skills are represented by Communication, Conflict Management, Influence, and Teamwork & Collaboration. Effective Communication is vital for conveying vision and motivating team members. Conflict Management skills are necessary for resolving disputes constructively, maintaining a positive work environment. Influence is crucial for inspiring and persuading others to achieve organizational goals. Teamwork & Collaboration enhance collective efforts and foster a cohesive, high-performing team.

Visionary leadership, intellectual stimulation, inspirational motivation, and personalized consideration are characteristics of transformational leadership. Developing and communicating an inspiring future vision is a key component of visionary leadership. Through zeal and optimism, inspirational motivation propels team members to surpass expectations.

Intellectual stimulation challenges preconceived notions, which promotes creativity and problem-solving. Each team member receives individualized support and growth opportunities thanks to Individualized Consideration.

Business Environment—affects how Emotional Intelligence influences Transformational Leadership. The business environment can shape and moderate the impact of EI on leadership effectiveness. Factors such as organizational culture, market conditions, and structural constraints can influence how EI traits are expressed and how transformational leadership is practiced.

2.5 Recap of Literature Review

The important significance that critical emotional abilities play in improving leadership effectiveness is highlighted by transformational leadership. The cornerstone of emotional intelligence (EI) is self-awareness, which is the capacity to identify and comprehend one's own feelings and how they affect different circumstances. Self-awareness enables people to efficiently control their emotions and overcome obstacles, according to Bradberry and Greaves (2019).

For both leadership success and personal development, this competency is essential. Research by Ojewola (2022) and Srinivasan and Samuel (2019) shows that self-awareness and leadership effectiveness are positively correlated in certain situations, but

Helen et al. (2020) did not find any significant correlation among university student leaders, indicating that contextual factors may have an impact on these results.

Self-regulation, which refers to the ability to manage one's emotions and impulses, also plays a vital role in transformational leadership. Hay Group (2005) highlights self-regulation as a bridge between self-awareness and social awareness, enabling leaders to remain focused and adaptable in various situations. Research by Zakaria and Taiwo (2023) and Rahman and Castelli (2023) supports the idea that self-regulation enhances leadership effectiveness by fostering resilience and emotional control. Bwoma (2021) similarly found that self-regulation contributes to improved leadership performance among youth groups, though the study's focus on a specific demographic may limit its broader applicability.

Social awareness encompasses the ability to understand and respond to the emotions and needs of others and is crucial for effective transformational leadership. Bradberry and Greaves (2009) and Goleman (2019) identify empathy, organizational awareness, and service orientation as key components. Mwanja (2023) found a strong positive correlation between social awareness and leadership performance among managers in Kenya, though the study's scope may limit generalizability. Getu (2022) and Mainga (2022) further affirm the importance of social awareness in leadership, highlighting the need for more research to explore its impact across different contexts and sectors. Collectively, these studies indicate that self-awareness, self-regulation, and social awareness are integral to transformational leadership, each contributing to the overall effectiveness of leaders.

The role of social skills in transformational leadership is pivotal, as these skills enable leaders to effectively communicate, manage conflicts, influence others, and collaborate within teams. Social skills, including effective communication and teamwork, are

essential for fostering a positive work environment and driving organizational change. Sjoberg (2018) found that social skills are linked to better educational and professional outcomes, while Wang et al. (2019) highlighted those leaders with strong social skills exhibited higher levels of transformational leadership behaviors, fostering innovation and trust within their teams. Similarly, Serrat et al. (2021) demonstrated that social skills in healthcare administrators were crucial for improving staff morale and collaboration, although the study's focus on a specific sector may limit broader applicability.

The capacity to inspire and encourage subordinates to reach their greatest potential and go above and beyond is a hallmark of transformational leadership. Among its essential behaviors are visionary leadership, intellectual stimulation, inspirational motivation, and personalized attention (Bass, 1995). Leaders with high emotional intelligence, including strong social skills, are better equipped to engage in transformational leadership. Research by Vasilagos, Polychroniou, and Maroudas (2017) found that hotel managers with high emotional intelligence demonstrated effective transformational leadership, emphasizing the importance of EI in fostering a supportive work environment. Batool (2018) and Radhakrishnan and UdayaSuriyan (2020) further corroborate this by linking emotional intelligence with enhanced leadership practices and performance, underscoring the integral role of social skills in achieving transformational leadership outcomes. Collectively, these studies illustrate that social skills significantly contribute to transformational leadership by enhancing leaders' ability to inspire, communicate, and collaborate effectively.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The term, research methodology, describes the methodical structure that directs the research process. It entails choosing the right procedures, instruments, and strategies to gather, examine, and evaluate data in order to guarantee conformity with the goals of the study and successfully tackle the research issue.

In order to improve the precision and breadth of the analysis, this study used a mixed-methods approach, combining qualitative and quantitative techniques. This chapter outlines the research methodology for the study, detailing the methods and procedures that guided the research process. It covers several important elements, including research design, which frames the overall approach to the study, and the target population, or the specific group of individuals being studied. The chapter also describes the sample selection and sampling techniques that was used to choose participants. Additionally, it specifies the types of data to be collected and the instruments that will be employed to gather this data. The chapter concludes with a discussion on how the collected data was analyzed and presented, along with a review of the ethical considerations involved in conducting the research.

3.2 Location of Study

The study was conducted at the Kenya Pipeline Company (KPC), specifically within its operational sites located in the Western Region of Kenya. This region includes key installations such as the Kisumu depot, Eldoret terminal, and associated support stations that play a critical role in fuel transportation and distribution. These sites are strategically important for national energy logistics and are managed by teams of technical and administrative personnel whose leadership practices directly influence operational

efficiency. The location was selected due to its dynamic and high-pressure work environment, where effective leadership and emotional intelligence are essential for ensuring staff motivation, conflict resolution, safety compliance, and the achievement of performance targets within a regulated public corporation setting.

3.2 Research Design

A framework that describes the procedures and stages for carrying out research, directing the study from preliminary hypotheses through data collecting and analysis, is what Creswell (2018) refers to as research design. In order to accurately depict current situations and enable the generalization of factual information, the descriptive research design was used in this study. Since a descriptive research methodology allows for the methodical observation and recording of the connection between transformational leadership and emotional intelligence qualities, it is suitable for this study providing a clear understanding of these dynamics in their natural organizational setting (Bhandari, 2022). This design supports collecting detailed data without manipulating variables, ensuring the findings are contextually relevant and applicable to real-world scenarios (Saunders et al., 2019). As noted by Leedy and Ormrod (2020), descriptive research not only involves the collection of facts but also offers valuable insights that help to address research questions and inform problem-solving.

3.3 Target Population

A population in research refers to the complete group of individuals, items, or elements that a study aims to understand or analyze (Saunders, Lewis, & Thornhill, 2019). According to Saunders et al. (2019), a target population is a well-defined group that shares specific characteristics relevant to the research, allowing for insights that are applicable to similar groups. In this study, the target population included 470 employees working in the Kenya Pipeline Company's Western Region, as outlined in Table 1.

Table 1: Target Population

Population	Sampling Frame	Percentage
Nakuru	195	41.5%
Kisumu	118	25%
Eldoret	157	33.5%
Total	470	100%

Source: KPC Human Resource Registry (2024)

3.4 Sample Size and Sampling Design

A sample represents a subset of a larger population selected for the purpose of a study, aiming to capture the main characteristics of that population (Acharya et al., 2020). Sampling is the process by which researchers select this subset, ensuring that it is large and diverse enough to accurately reflect the overall population, thereby enabling valid generalizations from the sample data to the broader group (Gray et al., 2021).

A stratified random sample design was used in this investigation. Stratified random sampling is a probability sampling approach in which random samples are selected proportionately from each stratum after the population is split up into discrete subgroups, or strata, according to particular criteria. By guaranteeing that every subgroup is fairly represented in the final sample, this approach enhances the precision and applicability of the results (Bhandari, 2022). Because the population is made up of several groups (Nakuru, Kisumu, and Eldoret), stratified random sampling is suitable for this study. Additionally, the method guarantees that each location is represented proportionately in the sample. By lowering sample bias and improving data representativeness, this method makes the findings more trustworthy and adaptable in a variety of study contexts (Saunders et al., 2019).

Using the Nassiuma (2000) method, the sample size for this study was determined. According to this method, most surveys or experiments should have a standard error of 2% to 5% and a coefficient of variation of 21% to 30%. This study employed a 2% standard error and a 21% coefficient of variation. This is expressed as the formula.

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

Where;

n = Sample size

N = Population

CV = Coefficient of Variation

E = Standard Error

$$\frac{470(0.21)^2}{(0.21)^2 + (470 - 1)0.02^2}$$

From the formula a sample of 90 respondents will be picked.

Table 2: Sampling Size

Population	Sampling Frame	Sample Size
Nakuru	195	37
Kisumu	118	23
Eldoret	157	30
Total	470	90

Source: Researcher (2024)

The sampling frame presented in Table 2 details the population distribution and sample sizes for each of the three regions: Nakuru, Kisumu, and Eldoret. With a total population of 470 across these regions, a sample size of 90 is proposed for the study. To ensure a balanced representation of this diverse population, stratified sampling was employed. In this study, the strata are defined by geographical location, with each stratum representing

employees from Nakuru, Kisumu, and Eldoret, respectively. This method enhanced the reliability of the study by ensuring that each group is proportionally represented within the sample, minimizing sampling bias and allowing for region-specific insights to emerge (Etikan & Bala, 2017). Stratified sampling was especially effective in this context, as it allows for a more accurate comparison of each subgroup.

This approach ensured that each member within a given stratum has an equal chance of being selected, thereby supporting the objectivity and generalizability of the study's findings. By randomly choosing participants within each location, this method helped to reduce selection bias, which could otherwise influence results and limit the applicability of the study's conclusions to the broader population (Taherdoost, 2018).

3.5 Data Collection Tools

In order to effectively collect quantitative data from a wide range of respondents, a questionnaire was chosen as the main data collecting instrument for this study. Questionnaires are advantageous due to their ability to reach many participants within a relatively short period, as well as the flexibility they afford respondents to answer questions at their convenience, ensuring both privacy and confidentiality (Alshenqeeti, 2018). Additionally, questionnaires offer a structured, unbiased method of data collection, minimizing potential interviewer-related bias. The questionnaire was carefully organized, with an initial section focused on respondents' demographic information, followed by sections aligned with the study's main research objectives.

3.6 Pilot Testing

Pilot testing is a critical step in the research process, helping to identify potential deficiencies, defects, or limitations in data collection instruments and ensuring their reliability and validity before full-scale implementation (Etikan, Musa, & Alkassim,

2016). In this study, a pilot test will be done in the Nairobi branch using 9 respondents which is 10% of the studies sample size. This sample size helped ensure that the data collection instruments are effective and capable of providing reliable results. Kumar (2019), a sample size of at least 10% of the sample size is considered sufficient for pilot testing, ensuring the instruments' adequacy for the main study (Kumar, 2019). The results from the pilot study was guided by necessary adjustments to the data collection tools before the main study commences.

3.6.1 Validity of Research Instruments

The degree to which a measuring instrument effectively captures the actual variations among the test takers is known as validity (Mohajan, 2017). It establishes the reliability of the findings and whether the study actually measures what it was designed to test. Validity can be evaluated by looking at whether the measures satisfy expectations or if the data gathered is consistent with the theoretical or conceptual concepts that underlie the investigation.

By distributing the questionnaire to knowledgeable academics and conferring with the university supervisor, the validity of this study was examined. Their report assess whether the indicators effectively represent the study's core concepts. To enhance content validity, opinions from professionals in the field and the researcher's thesis supervisor was sought, and their suggestions were incorporated to refine the questionnaire. Face validity was also strengthened through a careful review of the instrument, considering factors such as whether the questions seem too simple, too complex, or overly repetitive, as this can influence the respondents' willingness to participate (Brazier, 2018).

Construct validity evaluates the degree to which the questionnaire accurately measures the theoretical constructs it is intended to assess. This was achieved by ensuring that the

items in the questionnaire are grounded in established theories and prior studies, reflecting the dimensions of emotional intelligence and transformational leadership as defined in the literature (Bolarinwa, 2015). Pilot testing also contributed to construct validity by identifying ambiguous or irrelevant items, which were refined or removed to ensure coherence.

3.6.2 Reliability of Research

Reliability is defined as the consistency and stability of a measurement instrument, meaning it should yield similar results when administered repeatedly under the same conditions (Saunders et al., 2019). A pilot test was carried out to assess and improve the consistency of the instrument in order to guarantee the reliability of the questionnaire. Internal consistency was evaluated using Cronbach's Alpha, which has a range of 0 to 1, with higher values denoting greater dependability (Taber, 2018; Sarstedt & Mooi, 2021). For social science research, Cronbach's Alpha values of 0.8 or higher are regarded as good, whereas 0.7 or higher is generally accepted (Sarstedt & Mooi, 2021).

3.7 Data Collection Procedures

During data collection, trained research assistants were employed to ensure that the targeted 90 respondents across the selected departments are reached efficiently and within the planned timeframe. These research assistants received specific training on the study's objectives, data collection techniques, the target respondents, and potential field challenges, as well as strategies for addressing them. They were also thoroughly briefed on essential ethical considerations, including confidentiality, informed consent, and respect for respondents' autonomy (Bhattacharjee, 2021). The data was collected using a structured approach, specifically the drop-and-pick method, in which questionnaires were distributed to respondents and then retrieved after completion. This method

provides respondents with ample time to thoughtfully complete their answers while minimizing interruptions, and it has been shown to improve response rates and data accuracy in research settings (Saunders, Lewis, & Thornhill, 2019).

3.8 Data Analysis

The study employed both quantitative and qualitative data analysis techniques to provide a holistic view of the findings. This process involved steps such as data reduction, display, transformation, consolidation, comparison, and integration to ensure comprehensive interpretation of both data types (Creswell & Creswell, 2018). Initially, the data was checked for completeness and accuracy, with any incomplete or invalid responses removed to maintain high data quality. Quantitative data from the questionnaires was analyzed using descriptive statistics, including mean and standard deviation, to summarize findings effectively. Inferential statistics, such as correlation analysis, examined relationships between variables, while regression analysis tested causal relationships and hypotheses at a 95% confidence level and 5% significance level (Field, 2018). Qualitative data was analyzed using content analysis to identify themes, patterns, and keywords, offering a deeper understanding of participants' responses. This method allows researchers to derive insightful, thematic conclusions from qualitative feedback (Braun & Clarke, 2019). The integration of both analyses helped ensure a robust and comprehensive interpretation of the study's findings. Additionally, interaction effects were explored through moderate multiple regression (MMR) and ordinary least square (OLS) equations.

The following regression model was be fitted.

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

Whereby: Y = Transformational Leadership

α = y-intercept (Constant)

$\beta_1 - \beta_4$ = Beta coefficient of the independent variable

X1 = Self Awareness

X2 = Self-Regulation

X3 = Social Awareness

X4 = Social Skills

ε = error term

Data presentation was done by the use of charts, graphs, statistical output tables and narratives.

3.9 Ethical Consideration

This study adhered to strict ethical guidelines; First, approvals were obtained from the university's ethics review committee to ensure the study complies with academic research standards. Additionally, clearance was sought from the National Commission for Science, Technology, and Innovation (NACOSTI) and permission from Kenya Pipeline Company (KPC) management to conduct the research within their premises.

In regard to respondents, informed consent was obtained from all participants, ensuring they understand the purpose, procedures, and potential risks of the study. Participants were be assured of their voluntary participation, with the option to withdraw at any stage without penalty. The confidentiality and anonymity of respondents was strictly maintained, with data being stored securely and only accessible to authorized personnel. During the research process, data collection was conducted with respect for the rights and dignity of the respondents, avoiding any form of coercion or manipulation. Additionally, the research complied with all relevant data protection regulations, ensuring that sensitive information is handled ethically and responsibly throughout the study.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The primary aim of this study is to examine the effect of emotional intelligence on transformational leadership in public corporations, focusing on Kenya Pipeline Company. The research is guided by four specific objectives: to determine the effect of self-awareness on transformational leadership, to assess the impact of self-regulation, to examine the influence of social awareness, and to evaluate the effect of social skills on transformational leadership in Kenya Pipeline Company. The study further presents reliability results to ensure the consistency of the research instruments. Additionally, the demographic characteristics of the respondents are analyzed to provide insights into their background. Descriptive statistics summarize the key variables, while inferential statistics, including correlation and regression analyses, are conducted to establish relationships between emotional intelligence components and transformational leadership. The findings from this study are presented in the following sections.

4.2 Response Rate

The percentage of completed and returned questionnaires relative to the total number distributed is known as the response rate. A total of 90 Kenya Pipeline Company personnel were the focus of this study, and 81 of them successfully filled out and submitted the questionnaires.

As shown in Table 3, this represents a response rate of 90%, indicating that the data collected was sufficient for analysis. According to Mugenda (2013), a response rate of 50% is considered acceptable, while a rate above 80% is regarded as excellent.

Table 3: Response Rate

Response Rate	Frequency	Percent
Returned Questionnaires	81	90%
Unreturned Questionnaires	9	10%
Total	90	100%

Source: Survey Data (2025)

4.2.2 Reliability of Study Variables

The purpose of the study was to determine how reliable the study tool was. This was necessary to guarantee the validity of the study's conclusions.

Table 4: Reliability Results

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Self-Awareness	0.802	0.811	9
Self-Regulation	0.712	0.763	9
Social Awareness	0.818	0.822	9
Social Skills	0.749	0.784	9
Transformational Leadership	0.726	0.784	9

Source: Survey Data (2025)

Using Cronbach's Alpha coefficient, reliability analysis was performed to ascertain the study instrument's internal consistency. According to Nunnally (1978), a Cronbach's Alpha value of 0.7 or higher is typically regarded as satisfactory for reliability, with values nearer 1.0 denoting more consistency. The results in Table 4 confirm that all study variables met the required threshold, demonstrating that the questionnaire was reliable for measuring the constructs under investigation. Self-awareness recorded a Cronbach's Alpha of 0.802, which increased to 0.811 when standardized, indicating excellent

internal consistency. This suggests that the items measuring self-awareness were well-structured and yielded consistent responses among participants. Similarly, self-regulation had an initial Cronbach's Alpha of 0.712, improving to 0.763 after standardization. This shows that while the construct had acceptable reliability initially, the standardization process enhanced its consistency.

Social awareness exhibited the highest reliability among the independent variables, with a Cronbach's Alpha of 0.818, increasing slightly to 0.822 based on standardized items. These values confirm that the questionnaire items related to social awareness were highly reliable. Social skills recorded a Cronbach's Alpha of 0.749, which improved to 0.784 after standardization, signifying strong internal consistency. The dependent variable, transformational leadership, had a Cronbach's Alpha of 0.726, increasing to 0.784 with standardized items. This indicates that the scale used to measure transformational leadership was reliable and suitable for further analysis.

4.3 Demographic Characteristics

This section presents the demographic characteristics of the respondents involved in the study. In organizational research, analyzing participants' background information is essential as it provides insights into their profiles and allows for meaningful categorization. This study gathered data on gender, age, level of education, and work experience, which are discussed in the following sections.

4.3.1 Distribution of the Respondents Based on the Gender

The study sought to determine the gender distribution of respondents to understand the composition of participants at Kenya Pipeline Company. The findings indicate that 57% of the respondents were male, while 43% were female. This suggests a higher male representation in the study, which may reflect the general workforce composition within the organization. Gender analysis in research is crucial as it provides insights into

potential differences in perspectives, experiences, and leadership styles between male and female employees. Additionally, understanding gender distribution helps in ensuring inclusivity and balance in research findings. A near-equitable representation, as observed in this study, enhances the reliability of results by capturing diverse viewpoints on emotional intelligence and transformational leadership. This balance ensures that the conclusions drawn can be generalized to both male and female employees within the organization

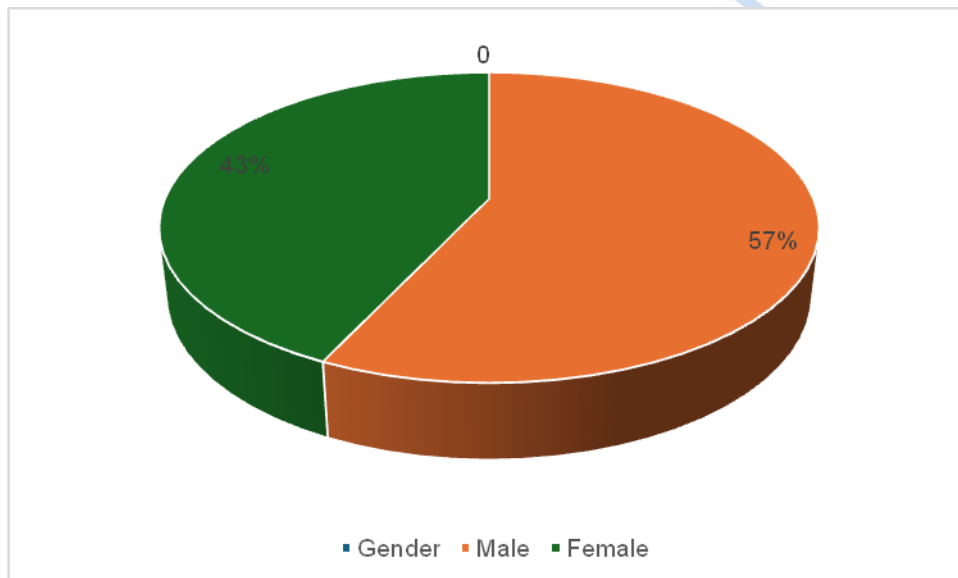


Figure 2: Gender

Source: Survey Data (2025)

4.3.2 Distribution of the Respondents Based on Age Bracket

The study examined the age distribution of respondents to gain insights into the workforce composition at Kenya Pipeline Company. The findings indicate that 14% of the respondents were aged 18-24 years, 23% were between 25-30 years, 29% were aged 31-35 years, and 34% were above 35 years. These results suggest that the majority of employees (63%) are above 30 years, indicating a relatively experienced workforce.

Age is a critical demographic factor in leadership and emotional intelligence studies, as different age groups may exhibit varying levels of self-awareness, self-regulation, social awareness, and social skills. Older employees, particularly those above 35 years, may have accumulated significant work experience, which can contribute to stronger emotional intelligence and transformational leadership capabilities. In contrast, younger employees, particularly those in the 18-24 and 25-30 age brackets, may still be developing these competencies as they gain more professional experience. The diverse age distribution ensures that the study captures a broad spectrum of perspectives on emotional intelligence and leadership within the organization. Additionally, understanding the age composition helps in tailoring leadership development programs to different age groups, ensuring that employees at various career stages receive appropriate training to enhance their emotional intelligence and leadership effectiveness. This is shown in Figure 3 below.

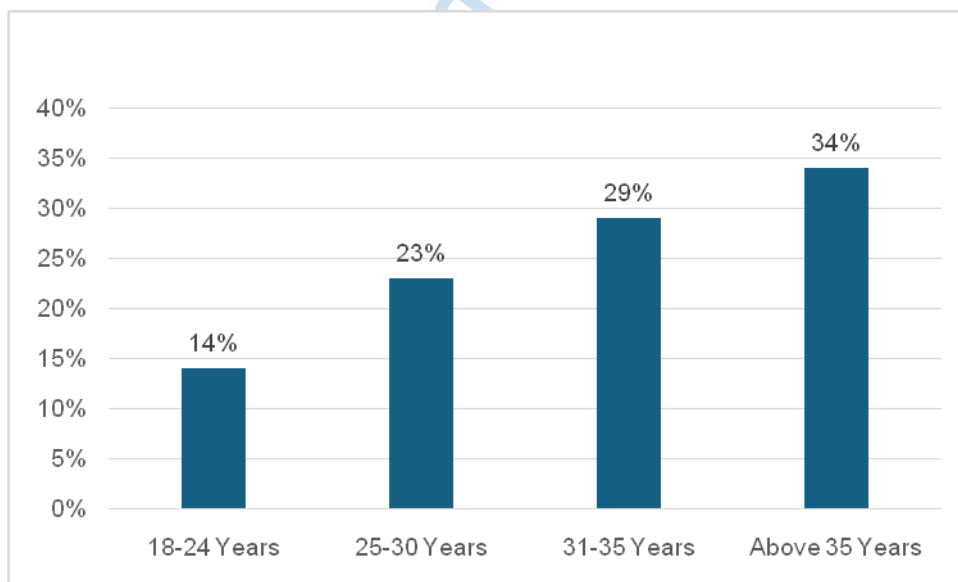


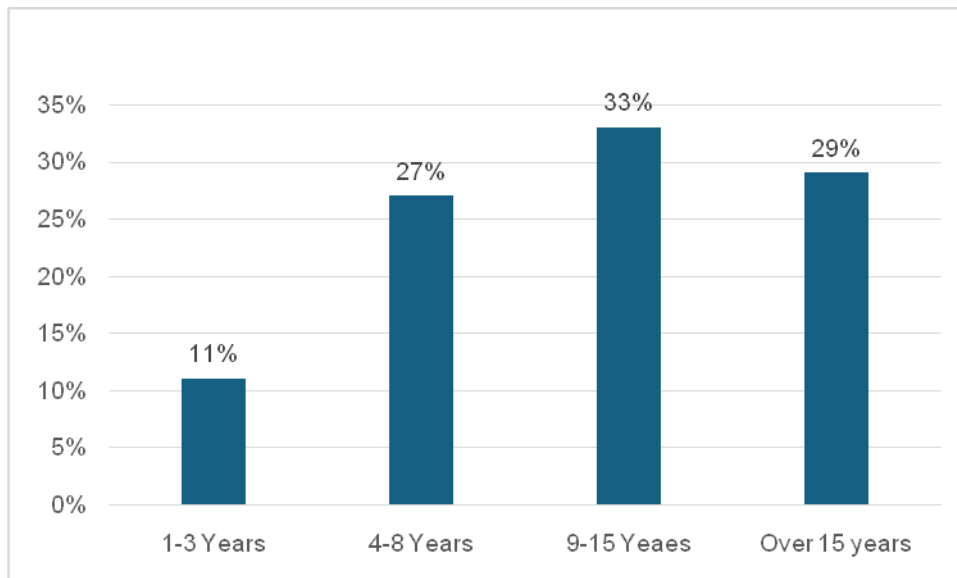
Figure 3: Age Distribution

Source: Survey Data (2025)

4.3.3 Distribution of the Respondents Experience

The study examined respondents' work experience to assess its potential impact on emotional intelligence and transformational leadership at Kenya Pipeline Company. The findings revealed that 11% of the respondents had between 1-3 years of experience, indicating a small proportion of relatively new employees who are still adapting to the organization's work culture and leadership expectations. Employees with 4-8 years of experience accounted for 27% of the workforce, representing a group that has gained substantial exposure to organizational operations and has begun developing key emotional intelligence traits such as self-awareness and self-regulation. These employees are likely transitioning into leadership roles and refining their ability to manage interpersonal relationships effectively.

The majority of respondents had extensive experience, with 33% having 9-15 years of work experience and 29% having over 15 years of experience. This suggests a workforce with significant industry expertise and well-developed emotional intelligence, particularly in areas such as social awareness and self-regulation, which are critical for transformational leadership. Long-serving employees often serve as mentors, guiding younger colleagues and fostering a culture of knowledge-sharing and leadership development. The presence of a highly experienced workforce also implies stability and continuity in leadership, reinforcing the organization's ability to nurture transformational leaders who can drive organizational growth and innovation.



Source: Survey Data (2025)

Figure 4: Work Experience

4.4 Descriptive Findings and Discussions

The descriptive results and discussions based on the goals of the study are presented in this part. In order to shed light on the respondents' perceptions, the study gives a summary of the findings using measures of central tendency (mean) and dispersion (standard deviation). A five-point Likert scale, with 1 denoting strongly disagree, 2 disagree, 3 undecided, 4 agree, and 5 strongly agree, was used to collect the data. These statistical measures help in understanding the distribution of responses and the overall trends in how employees at Kenya Pipeline Company perceive the connection between transformative leadership and emotional intelligence.

4.4.1 Statements Relating to Self-Awareness on Transformational Leadership

The participants were asked if transformational leadership was impacted by self-awareness. Table 5 presents the findings.

Table 5: Statements relating to self-awareness on transformational leadership

	N	Min	Max	Mean	Std. Dev.
I am aware of my strengths and weaknesses and how they impact my leadership style	81	1	5	4.069	.925
I regularly reflect on my actions and decisions to improve my leadership effectiveness.	81	2	5	4.041	.928
My awareness of my emotions helps me to manage stress and remain composed under pressure.	81	2	5	4.005	.927
I seek feedback from others to enhance my self-awareness and leadership skills.	81	1	2	4.028	.902
I understand how my emotions influence the way I interact with my team members.	81	1	5	4.028	.846
I recognize how my personal values and beliefs shape my decision-making as a leader	81	1	5	3.945	.846
I am mindful of my triggers and take steps to manage my emotional reactions effectively	81	1	4	4.014	.891

Source: Survey Data (2025)

The findings reveal that self-awareness plays a crucial role in transformational leadership at Kenya Pipeline Company. The majority of the respondents agreed that being aware of their strengths and weaknesses influences their leadership style, as reflected in a mean score of 4.069 with a standard deviation of 0.925. This suggests that most leaders at the organization recognize how their personal attributes shape their approach to leadership. Similarly, a high mean of 4.041 with a standard deviation of 0.928 indicates that many respondents regularly reflect on their decisions and actions to enhance their leadership effectiveness. These results highlight that self-reflection is a common practice among leaders, supporting continuous personal and professional growth.

Moreover, the ability to manage emotions was strongly supported by respondents, with a mean score of 4.005 and a standard deviation of 0.927, indicating that most leaders believe emotional awareness helps them remain composed under pressure. Seeking feedback from others to enhance self-awareness was also widely acknowledged, with a mean of 4.028 and a standard deviation of 0.902, showing that many leaders value external perspectives for self-improvement. Additionally, understanding how emotions influence interactions with team members received a mean score of 4.028 with a standard deviation of 0.846, reinforcing the importance of emotional intelligence in effective leadership. While recognizing the role of personal values in decision-making had a slightly lower mean of 3.945, it still suggests agreement among respondents. These findings confirm that self-awareness is a key factor in transformational leadership, enabling leaders to make informed decisions, manage emotions, and foster strong workplace relationships.

The results of this study align with previous research by Mwangi and Odhiambo (2022), who found a positive correlation between self-awareness and transformational leadership among managers in telecommunications firms in Nairobi. Similar to the findings of this study, where the majority of respondents agreed that self-awareness enhances leadership effectiveness (Mean = 4.069, SD = 0.925), Mwangi and Odhiambo concluded that self-aware leaders are better at inspiring teams, communicating vision, and acting with empathy. The high mean scores in this study suggest that leaders at Kenya Pipeline Company recognize the importance of self-reflection, emotional regulation, and seeking feedback, supporting the argument that self-awareness contributes to transformational leadership. However, unlike Mwangi and Odhiambo's study, which highlighted the lack of focus on the organizational environment's moderating role, this research aims to bridge that gap within a public corporation setting.

Similarly, Kimani (2023) found that self-aware leaders in the education sector were better at managing stress and motivating employees, leading to improved organizational performance. This is consistent with this study's findings, where respondents indicated that awareness of emotions helps them remain composed under pressure (Mean = 4.005, SD = 0.927). The agreement among respondents about the influence of emotions on team interactions (Mean = 4.028, SD = 0.846) further supports Kimani's conclusion that emotional intelligence enhances leadership effectiveness. However, Kimani's study did not explore how organizational structures influence transformational leadership, a gap that this research seeks to address in the context of a large public corporation like Kenya Pipeline Company. By examining self-awareness in a structured corporate environment, this study expands on existing literature, providing insights into how leaders in public corporations develop and apply self-awareness to drive organizational success.

4.4.2 Statements on self-regulation on transformational leadership in your company

The respondents were asked to indicate whether self-regulation affected transformational leadership. The results are indicated by Table 6.

Table 6: Statements relating to self-regulation on transformational leadership

	N	Min	Max	Mean	Std. Dev.
I can control my emotions even in stressful situations.	81	1	5	3.124	.972
I remain calm and composed when faced with difficult leadership challenges.	81	2	5	4.673	.813
I take time to think before responding to emotional situations in the workplace.	81	2	5	3.742	.981
I avoid making impulsive decisions during moments of high stress.	81	1	5	4.451	.914
I regulate my emotions to maintain a positive and motivating presence for my team	81	1	5	3.814	.753

I remain focused on my goals, even when faced with distractions or setbacks	81	1	2	4.847	.752
I make a conscious effort to stay optimistic and resilient in the face of adversity	81	1	5	3.891	.973

Source: Survey Data (2025)

The study as shown in Table 6 show that Self-regulation is a key component of emotional intelligence that influences transformational leadership. The findings from this study reveal varying degrees of agreement among respondents regarding their ability to control emotions, stay composed, and make rational decisions in leadership roles. The majority of respondents strongly agreed that they remain calm and composed when faced with difficult leadership challenges (Mean = 4.673, SD = 0.813). This suggests that self-regulation is widely recognized as a critical trait in handling workplace stress and decision-making. Similarly, most respondents indicated that they avoid making impulsive decisions during high-stress moments (Mean = 4.451, SD = 0.914), reinforcing the idea that controlled decision-making is an essential leadership quality. Furthermore, maintaining focus on leadership goals despite distractions received the highest mean (Mean = 4.847, SD = 0.752), showing strong agreement that self-discipline and resilience are crucial for transformational leadership.

However, while a significant number of respondents believed in regulating emotions to maintain a positive and motivating presence for their teams (Mean = 3.814, SD = 0.753), the variation in responses suggests that some leaders may struggle with maintaining a consistently positive demeanor. Similarly, the statement on staying optimistic and resilient in the face of adversity (Mean = 3.891, SD = 0.973) showed moderate agreement, implying that while optimism is valued, some leaders may find it challenging in certain situations. Interestingly, the ability to control emotions in stressful situations

had the lowest mean (Mean = 3.124, SD = 0.972), indicating that while leaders strive for emotional control, some may still find it difficult in extreme circumstances. Additionally, the ability to think before responding to emotional situations (Mean = 3.742, SD = 0.981) showed a moderate level of agreement, suggesting that while most leaders engage in thoughtful decision-making, some may still react impulsively under pressure.

The findings indicate that while self-regulation is a highly valued leadership trait, there is variability in its application among respondents. Leaders who effectively regulate emotions, remain composed, and avoid impulsive decisions are more likely to exhibit transformational leadership qualities. However, the differences in mean scores suggest that additional training and development in emotional intelligence and stress management could further strengthen self-regulation among leaders at Kenya Pipeline Company.

This result is consistent with that of Bwoma (2021), who found that self-regulation improves leadership efficacy in project management for young groups. According to Bwoma's research, leaders who control their emotions are better able to promote output and enhance team performance; the findings of the current study support this finding as well.

Rahman and Castelli (2023) also emphasized the importance of empathy in good leadership. Their study highlights the wider significance of emotional intelligence in leadership, even though it concentrated on cultural disparities in empathy levels between Malaysian and American leaders. The results of Rahman and Castelli's study are consistent with the ability to control emotions in order to remain upbeat and inspiring for the team (Mean = 3.814, SD = 0.753) and remain hopeful in the face of difficulty (Mean = 3.891, SD = 0.973). Transformational leaders are more likely to motivate and encourage their staff when they are able to control their emotions and show empathy.

Moreover, the finding that some leaders struggle with emotional control in stressful situations (Mean = 3.124, SD = 0.972) highlights an area that could be strengthened through targeted training programs. Rahman and Castelli's recommendation for organizations to cultivate empathy among their leaders applies in this context, as empathy and self-regulation are interconnected aspects of emotional intelligence. Training programs focusing on self-awareness, stress management, and emotional control could help enhance the effectiveness of transformational leaders at Kenya Pipeline Company.

The results of this study have a good correlation with previous research, confirming the importance of self-regulation in effective leadership. Leaders may improve team performance, foster a healthy work environment, and increase overall organizational success by cultivating emotional resilience and refraining from impulsive reactions.

4.4.3 Statements Relating to Social-Awareness on Transformational Leadership

Additionally, the respondents were asked if they believed that transformative leadership was influenced by social awareness. Table 7 presents the findings.

Table 7: Social-Awareness on Transformational Leadership

	N	Min.	Max.	Mean	Std. Dev.
I am able to understand and share the feelings of my team members, which enhances my leadership effectiveness.	81	1	5	4.974	.724
I actively listen to my team members to understand their perspectives and concerns.	81	1	5	3.415	.823
I am aware of the emotional dynamics within my organization and use this knowledge to guide decision-making.	81	1	5	4.334	.801
I understand how the goals of different departments align with the overall organizational objectives	81	1	5	3.894	.973
I prioritize the needs of my team and organization, seeking ways to serve them effectively through my leadership.	81	2	5	3.815	.753
I am always willing to go above and beyond to support my team's development and success	81	1	5	4.846	.752
I respect and value cultural differences, ensuring my leadership approach is inclusive and sensitive to diverse backgrounds	81	1	5	4.450	.914

Source: Survey Data (2025)

Social awareness plays a crucial role in transformational leadership, as it enables leaders to understand, empathize with, and respond effectively to their teams' needs. The findings from this study indicate that a majority of respondents agreed that understanding and sharing the feelings of team members enhances leadership effectiveness (Mean = 4.974, SD = 0.724). This suggests that most leaders at Kenya Pipeline Company recognize the significance of emotional intelligence in fostering a positive work environment. When leaders empathize with their team members, they are better equipped

to provide guidance, resolve conflicts, and build strong relationships that enhance overall team performance. Additionally, the ability to actively listen to team members and understand their concerns received a relatively lower mean score (Mean = 3.415, SD = 0.823). This finding indicates that while some leaders practice active listening, there is still room for improvement in this area. Active listening is essential for transformational leadership, as it helps leaders identify challenges, offer support, and ensure that employees feel valued. A lower mean score in this category may suggest that some leaders struggle with fully engaging with their teams' perspectives, which could hinder effective communication and team cohesion.

Furthermore, a significant proportion of respondents acknowledged that being aware of emotional dynamics within the organization helps guide decision-making (Mean = 4.334, SD = 0.801). This highlights the importance of social awareness in strategic leadership. Leaders who understand the emotional climate of their workplace can anticipate potential conflicts, address morale issues, and create an environment that promotes productivity and collaboration. Similarly, understanding how different departmental goals align with overall organizational objectives (Mean = 3.894, SD = 0.973) further underscores the role of social awareness in ensuring strategic decision-making and effective teamwork. Moreover, the study found that many respondents believe prioritizing team and organizational needs is essential in leadership (Mean = 3.815, SD = 0.753). However, compared to other aspects of social awareness, this received a slightly lower score, suggesting that while leaders recognize the importance of serving their teams, there may be challenges in fully implementing this practice. Effective transformational leaders actively seek ways to support their teams, create opportunities for growth, and align team efforts with organizational success.

Another critical finding is that many respondents were willing to go above and beyond to support their team's development and success (Mean = 4.846, SD = 0.752). This demonstrates a strong commitment to leadership that prioritizes team growth and mentorship. Leaders who invest in the development of their employees contribute to a more engaged, skilled, and motivated workforce, ultimately enhancing organizational performance. Lastly, the study revealed that leaders respect and value cultural differences, ensuring their leadership approach is inclusive and sensitive to diverse backgrounds (Mean = 4.450, SD = 0.914). This finding is particularly important in diverse workplaces, where cultural sensitivity fosters an inclusive environment that encourages collaboration and innovation. Leaders who embrace diversity can create policies and practices that accommodate different perspectives, leading to improved team dynamics and overall organizational effectiveness.

The findings of this study align with Mwanja (2023), who established a positive relationship between managers' social awareness and leadership performance at Southeastern Kenya University. Similarly, in this study, a majority of respondents agreed that understanding and sharing the emotions of team members enhances leadership effectiveness (Mean = 4.974, SD = 0.724). Additionally, leaders who actively use their awareness of emotional dynamics to guide decision-making (Mean = 4.334, SD = 0.801) demonstrate a key component of social awareness that Mwanja emphasized. However, while Mwanja's study was limited to a university setting, the present study expands the scope by exploring social awareness within a public corporation, affirming that this trait is crucial for transformational leadership in diverse organizational environments.

Furthermore, these results support the findings of Njeri and Otieno (2020), who found that social awareness accounted for 42% of the variance in leadership effectiveness in the education sector. The present study reinforces this by showing that leaders who actively

listen to team members (Mean = 3.415, SD = 0.823) and prioritize their needs (Mean = 3.815, SD = 0.753) contribute to team cohesion and trust—key indicators of transformational leadership. Additionally, the study's high mean score on valuing cultural diversity (Mean = 4.450, SD = 0.914) suggests that socially aware leaders create inclusive work environments, a finding that mirrors Njeri and Otieno's emphasis on inclusivity in leadership. By focusing on the Kenya Pipeline Company, this study extends their research beyond the education sector, demonstrating that social awareness is a critical factor in leadership across different industries.

4.4.4 Social Skills on Transformational Leadership in Your Company.

The respondents were also questioned if social skills had an impact on transformational leadership in their organization. The results are indicated by Table 8.



Table 8: Social Skills on Transformational Leadership

	N	Min.	Max.	Mean	Std. Dev.
I effectively communicate my ideas and expectations to my team members.	81	1	5	4.771	.861
I actively encourage open communication within my team to foster transparency	81	2	5	4.215	.912
I address conflicts in a timely and constructive manner, ensuring that all parties feel heard.	81	1	5	4.217	.837
I maintain a calm and impartial attitude when mediating conflicts within my team.	81	2	5	3.467	.837
I am able to inspire and motivate my team to achieve shared goals through my leadership	81	1	5	3.794	.921
I use my influence to guide my team towards achieving both short-term and long-term objectives	81	1	5	3.671	.887
I actively collaborate with my team members to achieve collective success.	81	1	5	4.124	.756

Source: Survey Data (2025)

As seen by the high mean scores in several areas of communication, conflict resolution, and teamwork, the results show that social skills are important for transformative leadership. A high mean of 4.771 and a standard deviation of 0.861 indicate that most respondents felt they effectively convey their ideas and expectations to their colleagues. This implies that effective leaders in the company have a good ability to communicate clearly with their staff so that they are aware of the goals and expectations. Additionally, open communication was encouraged within teams to promote transparency (Mean = 4.215, SD = 0.912), reinforcing a good work environment.

Conflict resolution was also identified as a key component of social skills in transformational leadership. Respondents agreed that they address conflicts in a timely and constructive manner (Mean = 4.217, SD = 0.837), ensuring that all parties feel heard.

However, maintaining a calm and impartial attitude when mediating conflicts had a slightly lower mean score of 3.467, indicating that while leaders strive to be objective, there may be challenges in remaining completely neutral in emotionally charged situations. Additionally, the ability to inspire and motivate teams to achieve shared goals (Mean = 3.794, SD = 0.921) and guide them toward long-term objectives (Mean = 3.671, SD = 0.887) showed moderate agreement, suggesting room for improvement in leadership influence and vision-sharing. The study also found that active collaboration among team members was relatively strong (Mean = 4.124, SD = 0.756), indicating that leaders prioritize teamwork and collective success. The findings highlight the crucial role of social skills in fostering an effective and cohesive leadership approach.

The findings agree with those of Serrat et al. (2021), who established those strong social skills, including communication, emotional regulation, and interpersonal abilities, contribute significantly to transformational leadership. The high mean scores in this study for effective communication (Mean = 4.771, SD = 0.861) and fostering open communication (Mean = 4.215, SD = 0.912) suggest that leaders who prioritize clear messaging and team transparency create a supportive work environment, similar to the hospital administrators in Spain. Furthermore, the ability to resolve conflicts constructively (Mean = 4.217, SD = 0.837) mirrors the findings of Serrat et al., who emphasized that socially skilled leaders promote collaboration and resilience, particularly during crises. However, this study extends discussion by considering a corporate public sector setting, addressing the gap in Serrat et al.'s research regarding the moderating role of organizational culture in leadership effectiveness.

Similarly, the results correlate with the findings of Mwangi and Ochieng (2019), who found a moderate positive relationship ($r = 0.48$, $p < 0.05$) between social skills and transformational leadership among school administrators. The moderate agreement in

this study regarding inspiring and motivating teams (Mean = 3.794, SD = 0.921) and guiding them toward objectives (Mean = 3.671, SD = 0.887) supports the notion that social skills enhance leadership effectiveness by fostering inclusivity and motivation. However, the slightly lower mean score for maintaining impartiality in conflict resolution (Mean = 3.467, SD = 0.837) suggests that while social skills are crucial, challenges in neutrality may still arise, reinforcing Mwangi and Ochieng’s argument for further research into the role of social skills in leadership within non-educational sectors. By focusing on a public corporation, this study contributes to the existing literature by expanding the application of social skills in transformational leadership beyond the education and healthcare sectors.

4.4.4 Transformational Leadership

The study sought views of Transformational Leadership. The results are indicated by Table 9.

Table 9: Transformational Leadership

	N	Min.	Max.	Mean	Std. Dev.
I have a clear vision of the future that I share with my team to guide them towards success	81	1	5	3.742	.981
I encourage my team to think strategically and understand how their work contributes to the organization’s future	81	2	5	4.435	.971
I motivate my team by articulating a clear sense of purpose and vision that energizes them.	81	2	5	3.783	.972
I consistently express optimism and enthusiasm to inspire my team to perform at their best.	81	1	5	3.846	.852
I promote an environment where creative ideas and innovative solutions are welcomed and explored.	81	2	5	3.814	.725
I provide personalized support and mentorship	81	1	5	3.834	.857

to help my team members grow and develop professionally.						
I spend time getting to know each person's needs and aspirations of each team member, offering tailored guidance and encouragement.	81	3	5	4.802	.876	

Source: Survey Data (2025)

The descriptive findings on transformational leadership provide insights into how leaders within the organization perceive and practice various transformational leadership behaviors. The mean values represent the average level of agreement among respondents regarding each leadership attribute, while the standard deviation indicates the extent of variation in responses.

A significant majority of respondents acknowledged that understanding the individual needs and aspirations of their team members is a key aspect of transformational leadership, as reflected by the highest mean score (Mean = 4.802, Std. Dev. = 0.876). This suggests that leaders are highly engaged in offering personalized guidance and support, ensuring that their leadership is tailored to individual team members. The relatively low standard deviation indicates that responses were fairly consistent, meaning there was strong agreement across the board. Similarly, encouraging strategic thinking and helping team members understand their contribution to the organization's future received a high level of agreement (Mean = 4.435, Std. Dev. = 0.971). This implies that transformational leaders are actively fostering a forward-thinking mindset among their teams, although the moderate standard deviation indicates some differences in how strongly respondents felt about this aspect.

On the other hand, the responses regarding the ability to share a clear vision (Mean = 3.742, Std. Dev. = 0.981) and the ability to articulate a purpose that energizes the team (Mean = 3.783, Std. Dev. = 0.972) show moderate agreement. This suggests that while

leaders generally strive to inspire their teams with a shared vision, there is some variation in how effectively they communicate and implement it. The slightly higher standard deviation values indicate that not all respondents were fully aligned in their views, potentially highlighting differences in leadership styles or effectiveness in different organizational units. Similarly, promoting a creative work environment (Mean = 3.814, Std. Dev. = 0.725) and expressing optimism and enthusiasm (Mean = 3.846, Std. Dev. = 0.852) received moderate mean scores, indicating that while many leaders emphasize these aspects, there is room for improvement in consistently fostering an innovative and motivational workplace. The findings suggest that transformational leadership is actively practiced, particularly in areas related to understanding individual team members and encouraging strategic thinking. However, there are variations in how effectively leaders communicate vision, inspire motivation, and promote innovation, as indicated by the moderate means and relatively higher standard deviations in these areas.

4.5 Correlation Analysis

The four components of emotional intelligence—self-awareness, self-regulation, social awareness, and social skills—have a statistically significant link with transformational leadership, according to the correlation analysis results in Table 10. Social skills and transformational leadership were shown to be most strongly correlated ($r = 0.71$, $p < 0.01$), indicating that leaders who are highly skilled in teamwork, communication, and conflict resolution are more likely to be successful transformational leaders. This result is consistent with earlier research that emphasizes the value of social skills in promoting motivation, team cohesion, and a common goal. The strong link suggests that leaders greatly improve their capacity for transformative leadership when they actively collaborate and motivate their people through productive interpersonal interactions.

Additionally, there was a strong positive link between social awareness and transformational leadership ($r = 0.68, p < 0.01$), suggesting that leaders who are sensitive to the needs and feelings of their team members foster a welcoming and inclusive workplace. This lends credence to the idea that transformational leadership requires empathy and a keen awareness of social cues. A moderate-to-strong association was found for self-awareness ($r = 0.62, p < 0.01$), supporting the notion that leaders who are well-aware of their own strengths and shortcomings are better able to lead and motivate their teams. Despite having the lowest correlation of the four variables, self-regulation ($r = 0.55, p < 0.05$) showed a significant positive association.

This suggests that while emotional control and discipline contribute to transformational leadership, they may not be as influential as social skills and awareness. These findings emphasize that leaders who possess strong emotional intelligence, particularly in social awareness and interpersonal skills, are more effective in inspiring and motivating their teams.

The results are consistent with previous research on the connection between transformative leadership and emotional intelligence. In line with studies by Srinivasan and Samuel (2019) and Ojewola (2022), which demonstrated that self-awareness improves leadership effectiveness in a variety of circumstances, the study found a moderate-to-strong positive association between self-awareness and transformational leadership ($r = 0.62, p < 0.01$). High self-awareness leaders are able to evaluate their own advantages and disadvantages, which helps them make wise choices and motivate their groups. But according to Helen et al. (2020), there was no discernible relationship between university student leaders, indicating that the influence of self-awareness on leadership may differ according on the situation. This variation could be due to differences in leadership responsibilities, levels of experience, or organizational settings,

highlighting the need for further research into how self-awareness influences leadership in different environments.

In a similar vein, self-regulation showed a moderately favorable link with transformational leadership ($r = 0.55, p < 0.05$), suggesting that leaders who successfully control their emotions foster a motivated and stable workplace. This result is in line with ideas that highlight how self-regulation improves a leader's capacity to maintain composure, make logical choices, and overcome obstacles. Since self-regulation helps leaders preserve their credibility and cultivate trust among their teams, its importance in leadership is consistent with larger conversations on emotional intelligence. However, self-regulation had a relatively lower correlation than social skills ($r = 0.71, p < 0.01$) and social awareness ($r = 0.68, p < 0.01$), indicating that although emotional regulation is important, transformational leadership is more heavily reliant on interpersonal competencies like empathy, collaboration, and effective communication.

These findings reinforce the argument that leadership effectiveness is multidimensional and shaped by a combination of emotional intelligence components.

Table 10: Correlation Analysis Results

		Self-Awareness	Self-Regulation	Social Awareness	Social Skills
Transformational Leadership	Pearson Correlation	.62**	.55*	.68**	.71**
	Sig.(2tailed)	.000	.015	.000	.000
	N	81	81	81	81

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

Source: Survey Data (2025)

4.6 Regression Analysis

With an emphasis on Kenya Pipeline Company, a linear regression analysis was performed to evaluate the impact of social awareness, self-regulation, self-awareness,

and social skills on transformational leadership in public enterprises. The study looked at how well these emotional intelligence traits predict transformational leadership success. The degree to which the independent factors account for variances in transformational leadership was assessed using the R-squared value. The analysis's findings, which are shown in Tables 11, 12, and 13, offer important new information about the significance and depth of the connections between Kenya Pipeline Company's transformational leadership and emotional intelligence components.

Table 11: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.565	.543	.6231

a. Predictors: (Constant), self-awareness, self-regulation, social awareness, and social skills

b. Dependent Variable: Transformational leadership

Source: Survey Data (2025)

The summary of the regression model sheds light on how transformational leadership and emotional intelligence components, self-awareness, self-regulation, social awareness, and social skills relate to one another. The independent variables (emotional intelligence factors) and transformational leadership have a high positive association, as indicated by the R value of 0.752. This implies that transformational leadership characteristics improve along with emotional intelligence.

According to the R Square value (0.565), self-awareness, self-regulation, social awareness, and social skills account for 56.5% of the diversity in transformational leadership. This indicates that transformational leadership is significantly influenced by emotional intelligence, with other characteristics not included in the model accounting for the remaining 43.5% of variance. The R Square value, which takes into consideration the number of predictors included in the model, is somewhat higher than the Adjusted R

Square value (0.543). This suggests that a significant amount (54.3%) of the variance in transformational leadership may still be explained by the model even after controlling for the number of independent factors.

The average difference between the expected and observed transformational leadership values is represented by the Standard Error of the Estimate (0.6231). Relative accuracy of the model's predictions is shown by a reduced standard error. The modest inaccuracy in this instance suggests that although the model fits well, it might still be enhanced by adding more factors that affect transformative leadership. The results of the regression show that transformative leadership at Kenya Pipeline Company is highly influenced by emotional intelligence. Transformational leadership is more likely to be demonstrated by leaders who possess greater degrees of self-awareness, self-regulation, social awareness, and social skills, which in turn create a more pleasant and inspiring work environment.

Table 12: ANOVA Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.200	4	11.301	29.041	.000 ^b
	Residual	34.800	76	.458		
	Total	80.00	80			

a. Dependent Variable: Transformational leadership

b. Predictors: (Constant), self-awareness, self-regulation, social awareness, and social skills

Source: Survey Data (2025)

The overall significance of the regression model, which looks at the impact of social awareness, self-regulation, self-awareness, and social skills on transformational leadership at Kenya Pipeline Company, is assessed by the ANOVA (Analysis of Variance) results in Table 12. This analysis aids in determining whether the dependent

variable is significantly impacted by the independent variables taken together. The findings show that the overall variety in transformational leadership is represented by the sum of squares (SST), which is 80,000. The regression sum of squares (SSR) for this is 45,200, which indicates that the four emotional intelligence components in the model account for 56.5% of the overall variation in transformational leadership.

The unexplained variance resulting from additional components not included in the model is represented by the residual sum of squares (SSE), which is 34,800. The comparatively high explained variance indicates that transformational leadership behaviors are significantly influenced by emotional intelligence characteristics. The regression model is statistically significant, according to the F-statistics ($F = 29.041$) and the associated significance value ($p = 0.000$). The null hypothesis, according to which social awareness, self-regulation, self-awareness, and social skills have no bearing on transformational leadership, was rejected since the p-value was less than 0.05. This demonstrates that these independent factors have a major role in forecasting the efficacy of transformative leadership at Kenya Pipeline Company.

The model's excellent predictive power is further supported by the comparatively high regression mean square (11.301) in comparison to the residuals mean square (0.458). When compared to the unexplained variation, a higher regression mean square indicates that a significant amount of variance can be explained by the independent variables. Thus, in line with previous research that highlights the crucial role of self-awareness, self-regulation, social awareness, and social skills in effective leadership, the findings underscore the significance of emotional intelligence competencies in augmenting transformative leadership.

Table 13: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	Beta	Std. Error	Beta			
	(Constant)	1.215	.245	4.959	.003	
	Self-awareness	.315	.101	.651	3.112	.000
	Self-regulation	.752	.139	.235	5.403	.039
1	Social awareness	.302	.143	.402	2.127	.000
	Social skills	.490	.126	.347	3.895	.000

a. Dependent Variable: Transformational Leadership

Source: Survey Data (2025)

As shown by the equation below, the study also performed a regression analysis to determine the regression coefficients relating the independent and dependent variables.

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

Whereas X1 is for self-awareness, X2 for self-regulation, X3 for social awareness, and X4 for social skills, Y is for transformational leadership. Without the use of predictor variables, the value of transformational leadership is defined by the constant denoted by β_0 . The values of Unstandardized Coefficients (β) were used to solve the given equation based on the results in Table 13. The findings show that transformational leadership in Kenya Pipeline Corporation, Kenya, is positively correlated with self-awareness, self-regulation, social awareness, and social skills. Consequently,

$$Y = 1.215 + 0.315X_1 + 0.752X_2 + 0.302X_3 + 0.490X_4 + \varepsilon$$

In this case, X1, X2, X3, X, and X4 stand for self-awareness, self-regulation, social awareness, and social skills, respectively, while Y denotes transformational leadership. According to the results of the regression model, social skills, self-awareness, and social

awareness are the next most important factors that influence transformational leadership, after self-regulation. The findings align with previous research on emotional intelligence and leadership effectiveness, emphasizing that leaders who regulate their emotions, understand themselves, and engage effectively with others are more likely to exhibit transformational leadership traits.

Moreover, the significance levels for all variables ($p < 0.05$) suggest that these factors play a meaningful role in shaping transformational leadership. The overall model, as supported by the R-Square (0.565) and F-statistic (29.041, $p = 0.000$) from the earlier tables, indicates that these four emotional intelligence components collectively explain 56.5% of the variation in transformational leadership. This suggests that while emotional intelligence is a critical determinant of transformational leadership, other factors not included in this model may also contribute to leadership effectiveness. These findings reinforce the importance of developing emotional intelligence competencies among leaders, particularly self-regulation and social skills, as they have the strongest influence on transformational leadership. Organizations and leadership development programs should focus on enhancing these competencies to cultivate more effective and inspiring leaders.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main conclusions of the study on the relationship between emotional intelligence and transformative leadership in public corporations—with a particular emphasis on Kenya Pipeline Company—are summarized in this chapter. It gives a summary of the research findings and emphasizes how transformational leadership is related to self-awareness, self-regulation, social awareness, and social skills. Along with making practical advice for policymakers and organizational leaders, the chapter also makes inferences based on the findings and identifies areas that require more research to advance the field's understanding.

5.2 Summary of the Study

5.2.1 Self-Awareness and Transformational Leadership

Self-awareness have a crucial role in transformational leadership at Kenya Pipeline Company. Most respondents concurred that knowing one's own strengths and shortcomings had a big impact on one's leadership style, as reflected in a high mean score of 4.069. Many leaders also acknowledged the importance of self-reflection, with a mean of 4.041, suggesting that they regularly assess their decisions and actions to enhance their leadership effectiveness. Additionally, emotional awareness was widely recognized as a critical factor in maintaining composure under pressure (Mean = 4.005). Seeking feedback from others to improve self-awareness also received strong support (Mean = 4.028), indicating that leaders value external perspectives for self-improvement. These findings confirm that self-awareness enhances leadership by enabling informed decision-making, effective emotional management, and strong workplace relationships.

5.2.2 Self-Regulation and Transformational Leadership

Self-regulation emerged as another key determinant of transformational leadership. The findings revealed that most leaders remained calm and composed when facing leadership challenges (Mean = 4.673), emphasizing the role of emotional control in handling workplace stress. Avoiding impulsive decisions during high-pressure moments also received high agreement (Mean = 4.451). The ability to maintain focus on leadership goals despite distractions had the highest mean score (Mean = 4.847), highlighting the importance of discipline and resilience. However, some leaders faced challenges in maintaining a consistently positive demeanor (Mean = 3.814) and staying optimistic during adversity (Mean = 3.891). The ability to control emotions under stress had the lowest mean (Mean = 3.124), suggesting that some leaders struggle with emotional regulation in extreme situations. Overall, while self-regulation was highly valued, variability in its application suggests a need for additional training in emotional intelligence and stress management.

5.2.3 Social Awareness and Transformational Leadership

The study also discovered that social awareness has a big impact on transformational leadership because it helps leaders understand and address the needs of their people. It was highly encouraged to comprehend and express team members' emotions. (Mean = 4.974), demonstrating the importance of emotional intelligence in fostering a positive work environment. However, active listening received a relatively lower mean score (Mean = 3.415), suggesting that while some leaders engage with their teams effectively, there is room for improvement in fully understanding employee concerns. Awareness of emotional dynamics within the organization was considered crucial for decision-making (Mean = 4.334), reinforcing the role of social awareness in strategic leadership. Additionally, respecting cultural differences and promoting inclusivity were identified as

key factors in effective leadership (Mean = 4.450). The findings suggest that while social awareness is generally strong among leaders, efforts to enhance active listening and strategic alignment with team needs could further improve leadership effectiveness.

5.2.4 Social Skills and Transformational Leadership

It was also discovered that social skills were an essential part of transformational leadership. Most respondents concurred that they successfully convey their expectations and ideas to their teams (Mean = 4.771), ensuring clarity in leadership. Encouraging open communication to promote transparency was also emphasized (Mean = 4.215). Conflict resolution was identified as a key leadership skill, with respondents agreeing that they address conflicts constructively (Mean = 4.217). However, maintaining neutrality in emotionally charged situations posed some challenges (Mean = 3.467). Additionally, the ability to inspire and motivate teams to achieve shared goals showed moderate agreement (Mean = 3.794), indicating that there is room for improvement in leadership influence. Overall, the findings highlight those social skills, particularly communication and conflict resolution, play a significant role in fostering effective and cohesive leadership.

5.2.5 Social Skills and Transformational Leadership

Finally, the findings on transformational leadership revealed that a majority of respondents acknowledged the importance of understanding individual team members' needs (Mean = 4.802), demonstrating a strong commitment to personalized leadership. Encouraging strategic thinking and aligning team efforts with organizational goals received high agreement (Mean = 4.435). However, the ability to articulate a clear vision and energize teams showed moderate agreement (Mean = 3.742 and Mean = 3.783, respectively), indicating variability in how effectively leaders communicate their vision. Similarly, promoting a creative work environment (Mean = 3.814) and maintaining

enthusiasm (Mean = 3.846) received moderate scores, suggesting that while these aspects are valued, they may not be consistently applied across all leadership levels. These findings indicate that while transformational leadership is widely practiced, there are opportunities for improvement in vision-sharing, motivation, and fostering a culture of innovation.

5.3 Conclusions

Based on the study findings, the following conclusions were drawn for each variable.

5.3.1 Self-Awareness and Transformational Leadership

The study concludes that self-awareness is a crucial determinant of transformational leadership at Kenya Pipeline Company. Leaders who recognize their strengths and weaknesses are better equipped to make informed decisions and manage their emotions effectively. The findings suggest that self-reflection and seeking feedback from others contribute to leadership effectiveness by enhancing decision-making and interpersonal relationships. However, some leaders may require additional support in emotional awareness to further improve their leadership capabilities.

5.3.2 Self-Regulation and Transformational Leadership

self-regulation significantly influences transformational leadership by enabling leaders to manage stress, remain composed under pressure, and make rational decisions. Leaders who demonstrate high self-regulation are better at maintaining focus on organizational goals and avoiding impulsive actions. However, some leaders struggle with emotional control during extreme situations, indicating a need for further training in stress management and emotional intelligence development. Strengthening self-regulation skills can enhance leadership resilience and adaptability in challenging environments.

5.3.3 Social Awareness and Transformational Leadership

Social awareness has a vital role in transformational leadership by fostering empathy, inclusivity, and effective communication. Leaders who understand and respond to the emotions of their team members create a more supportive and engaging work environment. However, the findings suggest that active listening and awareness of team dynamics need improvement to enhance decision-making and team cohesion. Strengthening social awareness through leadership development programs can help leaders build stronger relationships with their teams and improve organizational effectiveness.

5.3.4 Social Skills and Transformational Leadership

The study comes to the conclusion that transformative leadership requires social skills, particularly in communication, conflict resolution, and team motivation. Leaders who effectively communicate expectations, resolve conflicts constructively, and encourage open dialogue foster a positive work environment. However, challenges in maintaining neutrality in emotionally charged situations and inspiring teams consistently suggest that leadership training in motivation and conflict management could be beneficial. Enhancing social skills can further strengthen leadership effectiveness and team collaboration.

5.3.5 Transformational Leadership

The study concludes that transformational leadership is widely practiced at Kenya Pipeline Company, with leaders demonstrating a strong commitment to understanding and supporting their teams. However, while many leaders encourage strategic thinking and align team efforts with organizational goals, there is variability in effectively articulating a clear vision, motivating teams, and fostering innovation. Addressing these

gaps through leadership development initiatives can enhance transformational leadership by improving vision-sharing, team motivation, and creativity in problem-solving.

5.4 Recommendations

5.4.1 Self-Awareness and Transformational Leadership

It is recommended that Kenya Pipeline Company develop leadership training programs concentrating on self-awareness.. Leaders should be encouraged to engage in regular self-reflection exercises, such as journaling and feedback sessions, to enhance their understanding of their strengths and weaknesses. Additionally, personality assessments and coaching sessions should be introduced to help leaders identify areas for improvement and develop strategies to enhance their self-awareness.

5.4.2 Self-Regulation and Transformational Leadership

To improve self-regulation among leaders, the company should provide stress management and emotional intelligence training. Mindfulness techniques, conflict resolution workshops, and resilience-building exercises should be incorporated into leadership development programs. Encouraging leaders to participate in wellness programs and psychological support initiatives can also help them manage workplace stress effectively. These strategies will enhance their ability to remain calm and make rational decisions under pressure.

5.4.3 Social Awareness and Transformational Leadership

To strengthen social awareness, Kenya Pipeline Company should encourage leaders to engage in active listening and empathy-building exercises. Training sessions on diversity, inclusion, and cultural competence should be introduced to help leaders better understand their team members' emotions and perspectives. Additionally, conducting employee engagement surveys and feedback sessions will allow leaders to assess

workplace dynamics and make informed decisions that foster a supportive work environment.

5.4.4 Social Skills and Transformational Leadership

To enhance social skills, the company should conduct training on effective communication, team motivation, and conflict resolution. Leaders should be encouraged to participate in mentorship programs where they can learn from experienced leaders on how to inspire and engage their teams effectively. Furthermore, team-building activities and leadership retreats should be organized to foster collaboration, improve interpersonal relationships, and strengthen leaders' ability to navigate challenging situations with confidence.

5.4.5 Transformational Leadership

To enhance transformational leadership at Kenya Pipeline Company, the organization should establish structured leadership development programs that focus on vision articulation, innovation, and employee motivation. Leaders should be provided with opportunities to attend leadership conferences, networking events, and executive coaching programs to broaden their perspectives. Additionally, implementing a leadership assessment framework will help identify areas where leaders need improvement and offer targeted support to enhance their transformational leadership capabilities.

5.5 Suggestions for Further Research

Future research is recommended in the following areas based on the study's findings.

- **Exploring the Effect of Emotional Intelligence on Leadership in Other Sectors**
- Future studies could look at how emotional intelligence plays a part in transformational leadership in a variety of sectors, including technology,

healthcare, and education. This would offer comparative insights into whether leadership effectiveness is influenced differentially by emotional intelligence depending on the industry.

- **Longitudinal Study on Emotional Intelligence and Leadership Development**

A longitudinal study could be conducted to assess how emotional intelligence develops over time among leaders at Kenya Pipeline Company and how it impacts transformational leadership in the long run. This would help understand the sustainability of emotional intelligence training programs.

- **Influence of Emotional Intelligence on Employee Performance**

While this study focused on transformational leadership, future research could investigate how emotional intelligence among leaders affects employee motivation, job satisfaction, and productivity. This would provide deeper insights into how leadership behaviors impact team performance.

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APPENDICES

Appendix I: Informed Consent Consent Form For Participation In Research

Dear Participant,

I ask you to take part in a research project entitled **Effect of Emotional Intelligence on Transformational Leadership in Public Corporations, A Case of Kenya Pipeline Company**. I am currently enrolled in the **(Master's Degree in Human Resource Management)** I am a student at Mount Kenya University and am currently working on my Master's project. The research aims to determine:

EFFECT OF EMOTIONAL INTELLIGENCE ON TRANSFORMATIONAL LEADERSHIP IN PUBLIC CORPORATIONS: A CASE OF KENYA PIPELINE COMPANY is the focus of the survey that is enclosed. You are under no obligation to take part in this study. You can choose to leave any questions you don't wish to answer blank or to decline entirely. There aren't any recognized risks associated with participation beyond those of everyday living. Your responses will remain confidential and anonymous.

The data collected for this study will only be reported as a total and will be kept private. Your individual survey replies will only be known to the researchers. Participating in this study will not directly benefit you financially. However, discussing the issues the study addresses may be of interest to you and beneficial to the field, as well as to potential clients or those who have experienced similar circumstances.

Please provide your best response to the questionnaire's questions if you consent to take part in this experiment. It should take about forty minutes to finish. In order for me to finish the project report, kindly return the questionnaire as soon as possible. If you have any inquiries concerning this project, please get in touch with the **Caroline Njeri Wahogo, MBA/2024/33299, 0722738221**

If you have inquiries concerning your rights as a study subject,, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I've had an opportunity to ask questions, I've studied the material, and I understand it. I understand that participation is completely voluntary and that I can discontinue at any time, for any reason, and without incurring any costs. I understand that I will receive a copy of this permission form. My involvement in this research is entirely optional.

Participant's Signature _____ Date _____

Investigator's Signature _____ Date _____



Appendix II: Questionnaire

The purpose of this questionnaire is to gather data from Kenya Pipeline Company personnel. Data regarding the impact of emotional intelligence on transformative leadership in public companies will be gathered through the questionnaire. Rest assured that all of the information you provide will be kept totally private and confidential.

Section A: Bio Data

1. Gender

Male Female

2. Your Age bracket

18-24 years 25-30 years 31-35 years above 35 years

4. Experience

1-3years 4-8 years 9-15years above 15 years

Section B: Self Awareness

Indicate whether you agree with the statements regarding transformational leadership in your organization and self-awareness. One indicates severely disagree, two disagree, three are neutral, four are agree, and five are very agree.

	1	2	3	4	5
I am aware of my strengths and weaknesses and how they impact my leadership style					
I regularly reflect on my actions and decisions to improve my leadership effectiveness.					
My awareness of my emotions helps me to manage stress and remain composed under pressure.					
I seek feedback from others to enhance my self-awareness and leadership skills.					
I understand how my emotions influence the way I interact with my team members.					
I recognize how my personal values and beliefs shape my decision-making as a leader					
I am mindful of my triggers and take steps to manage my emotional reactions effectively					

Section C: Self-Regulation

Indicate whether you agree with the statements regarding transformational leadership in your organization and self-awareness. One indicates severely disagree, two disagree, three are neutral, four are agree, and five are very agree.

	1	2	3	4	5
I can control my emotions even in stressful situations.					
I remain calm and composed when faced with difficult leadership challenges.					
I take time to think before responding to emotional situations in the workplace.					
I avoid making impulsive decisions during moments of high stress.					
I regulate my emotions to maintain a positive and motivating presence for my team					
I remain focused on my goals, even when faced with distractions or setbacks					
I make a conscious effort to stay optimistic and resilient in the face of adversity					

Section D: Social Awareness

Indicate whether you agree with the statements regarding transformational leadership in your organization and self-awareness. One indicates severely disagree, two disagree, three are neutral, four are agree, and five are very agree.

ITEMS	1	2	3	4	5
I am able to understand and share the feelings of my team members, which enhances my leadership effectiveness.					

I actively listen to my team members to understand their perspectives and concerns.					
I am aware of the emotional dynamics within my organization and use this knowledge to guide decision-making.					
I understand how the goals of different departments align with the overall organizational objectives					
I prioritize the needs of my team and organization, seeking ways to serve them effectively through my leadership.					
I am always willing to go above and beyond to support my team's development and success					
I respect and value cultural differences, ensuring my leadership approach is inclusive and sensitive to diverse backgrounds					

Section F: Social skills

Indicate whether you agree with the statements regarding transformational leadership in your organization and self-awareness. One indicates severely disagree, two disagree, three are neutral, four are agree, and five are very agree.

ITEMS	1	2	3	4	5
I effectively communicate my ideas and expectations to my team members.					
I actively encourage open communication within my team to foster transparency					
I address conflicts in a timely and constructive manner, ensuring that all parties feel heard.					
I maintain a calm and impartial attitude when mediating conflicts within my team.					
I am able to inspire and motivate my team to achieve shared goals through my leadership					
I use my influence to guide my team towards achieving both					

short-term and long-term objectives					
I actively collaborate with my team members to achieve collective success.					

Section G: Transformational Leadership

Indicate whether you agree with the statements regarding transformational leadership in your organization and self-awareness. One indicates severely disagree, two disagree, three are neutral, four are agree, and five are very agree.

ITEMS	1	2	3	4	5
I communicate my clear future vision with my team in order to help them succeed.					
I push my staff to think strategically and comprehend how their efforts affect the organization's long-term success.					
I motivate my team by articulating a clear sense of purpose and vision that energizes them.					
I consistently express optimism and enthusiasm to inspire my team to perform at their best.					
I promote an environment where creative ideas and innovative solutions are welcomed and explored.					
I provide personalized support and mentorship to help my team members grow and develop professionally.					
I spend time getting to know each person's needs and aspirations of each team member, offering tailored guidance and encouragement.					

Appendix III: ERC Approval Letter



REF: MKU/ISERC/4750
TO: CAROLINE NJERI WAHOGO

Date: 10 February 2025

REG: MBA/2024/33299

Dear Sir/Madam,

RE: EFFECT OF EMOTIONAL INTELLIGENCE ON TRANSFORMATIONAL LEADERSHIP IN PUBLIC CORPORATIONS; A CASE OF KENYA PIPELINE COMPANY IN WESTERN REGION.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3472**. The approval period is **10/02/2025 - 09/02/2026**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix IV: Kenya Pipeline Company LTD Introduction Letter

KENYA PIPELINE COMPANY LIMITED



KENPIPE PLAZA,
SEKONDI ROAD,
OFF NANYUKI ROAD,
INDUSTRIAL AREA,
NAIROBI, KENYA.
P.O.Box 73442 - 00200,
TELEPHONE: 254-20-2606500
TELEFAX: 254-20-8040188/3540032
E-mail: info@kpc.co.ke

Staff/Wahogo/3249

24th February 2025

Ms. Caroline Wahogo
KPC Limited
PS25
Nakuru

Dear Ms. Wahogo

RE: REQUEST TO CARRY OUT A RESEARCH STUDY IN KPC

Reference is made to your request on the above subject dated 14th January 2025.

We are pleased to inform you that Management has approved your request to carry out a research study on the topic "**Effect of Emotional Intelligence on Transformational Leadership in State Corporation**".

You will be required to treat all information collected with utmost confidentiality and submit a copy of the final research study to KPC.

We wish you all the best as you carry out your research at KPC.


Yours sincerely,


C.J. CHESEREK
For: MANAGING DIRECTOR.



KPC-Internal


Appendix V: NACOSTI Research Permit


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **831020** Date of Issue: **21/February/2025**


RESEARCH LICENSE




This is to Certify that Miss.. CAROLINE WAHOGO NJERI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: EFFECT OF EMOTIONAL INTELLIGENCE ON TRANSFORMATIONAL LEADERSHIP IN PUBLIC CORPORATIONS; A CASE OF KENYA PIPELINE COMPANY IN WESTERN REGION. for the period ending : 21/February/2026.

License No: **NACOSTI/P/25/416232**

831020
Applicant Identification Number


Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code



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Scan the QR Code using QR scanner application.

See overleaf for conditions

EFFECT OF EMOTIONAL INTELLIGENCE ON
TRANSFORMATIONAL LEADERSHIP IN PUBLIC
CORPORATIONS; A CASE OF KENYA PIPELINE COMPANY IN
WESTERN REGION

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PRIMARY SOURCES

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