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**AN EVALUATION OF EXEMPLARY LEADERSHIP PRACTICES AND EMPLOYEE
ENGAGEMENT IN KENYAN INSURANCE FIRMS.**

ROSEMARY NGENDO MAINA

**SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
MASTERS OF BUSINESS ADMINISTRATION AT STRATHMORE UNIVERSITY**

VT OMNES VNVM SINT

**STRATHMORE BUSINESS SCHOOL
STRATHMORE UNIVERSITY
NAIROBI, KENYA**

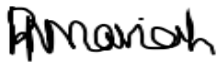
SEPTEMBER, 2021

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Rosemary Maina



16th June 2021.

Approval

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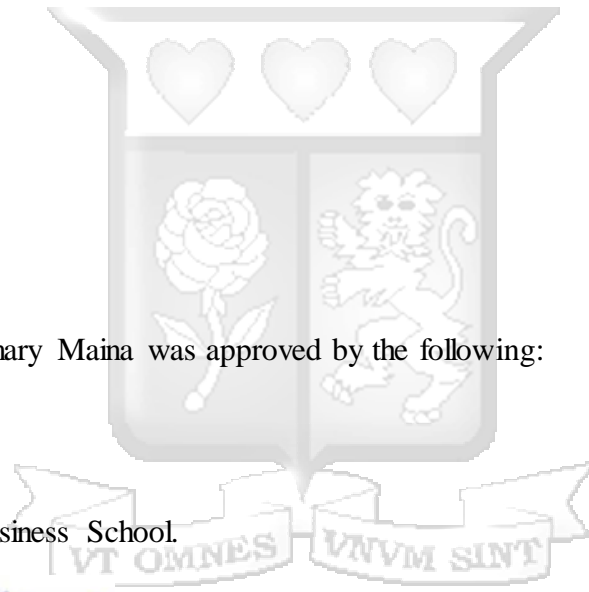
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ABSTRACT

Leadership is an evolving concept in research. Visionary leaders are expected to create a culture of engagement, maintain employee trust and increase overall satisfaction among employees. Therefore, leaders play a key role in ensuring that the firm realizes its goals by improving the quality of employee engagement. Several models have been used to address the leadership challenge, including the five practices of exemplary leadership by Kouzes and Posner, which assessed individual leader behaviors that influence employee interactions. There are various leadership development models employed by insurance; however, leadership remains a perennial issue. The purpose of this study was to evaluate the use of exemplary leadership practices and their influence on employee engagement in the insurance industry with a view of giving recommendations on leadership training and development. The study used descriptive design and quantitative methodology. The target population was 53 insurance companies. Purposive sampling was used to select a sampling frame of the top ten insurance companies, followed by stratified random sampling. A self-administered questionnaire was used to collect data. The tool is a combination of the Leadership practice inventory (LPI) – observer version to measure leadership practices and the Utrecht work engagement scale (UWES) tool to measure employee engagement. Data was analyzed using multiple regression analysis to predict the value of employee engagement in relation to the five practices of exemplary leadership. The study obtained a 77% response rate. The majority of the study participants had over 26 years of age and worked within the sales and marketing, human resources, and operations department. The correlation tests established that leaders encouraging the heart, leaders inspiring a shared vision, leaders modeling the way, leaders challenging the process, and leaders enabling others to act have a positive and significant correlation with employee engagement variables; vigor, dedication, and absorption. The regression results indicated that 37% of variations in employee engagement could be significantly determined by the leadership practices. It was further concluded that leaders' ability to model the way, encourage the heart, and inspire a shared vision significantly influences employee engagement. In regard to the leaders' ability to challenge the process and enable others to act, there was an insignificant positive influence on employee engagement. The study recommends that leaders should implement feedback systems and encourage more action from employees to drive engagement levels. Additionally, leaders should review the job roles, rewards systems, performance management, and recognition practices.

Key words: *Insurance companies, Leadership, Exemplary Leadership practices, Leadership practices, Employee engagement*

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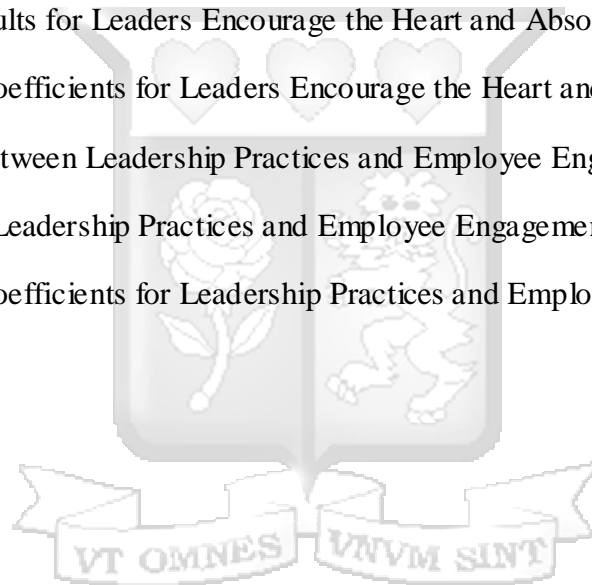


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OPERATIONAL DEFINITION OF TERMS

Challenge the process	This refers to the degree to which leaders search for opportunities, seize the initiative by looking for innovative ways, experimenting and taking risks (Kouzes & Posner, 2012).
Employee engagement	A positive, fulfilling work related state of mind that is depicted by vigor, dedication and absorption (Schaufeli, 2002).
Empower	Enabling someone or improving their ability to carry out a task effectively (Amble, 2015).
Enable others to act	This refers to the leaders' ability to recognize contributions by appreciating individual excellence, celebrate values and victories (Kouzes & Posner, 2012).
Encourage the heart	This refers to the leaders' capacity to urge their supporters to carry on in spite of misfortunes by building a solid feeling of aggregate distinguishing proof (Kouzes & Posner, 2013).
Inspire a shared vision	This refers to the leaders' ability to envision the future by imagining exciting possibilities and enlisting others in the common vision (Kouzes & Posner, 2012).
Insurance	A contractual agreement between two or more individuals or associations where one party in consideration of premiums paid assumes the risks of another party (Deloitte, 2019).
Insurance industry	Are insurance firms who undertake to cover risks of the insured (Deloitte, 2019).

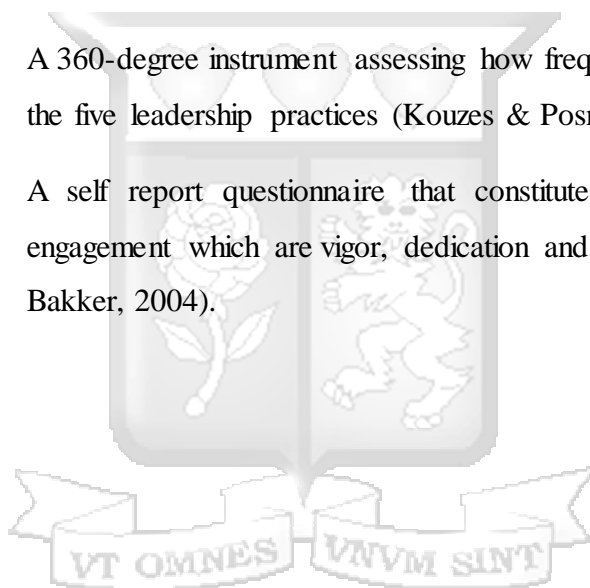
Leadership The procedure by which individuals guide, impact and direct the conduct and work of others towards achieving explicit objectives (Iqbal, Anwar & Haider, 2015).

Model the way This means a leader must first be clear about the guiding principles, clarify values and find a voice (Kouzes & Posner, 2012).

Leadership practices Identifiable behaviours and actions that leaders engage in when making extraordinary things happen in organizations (Kouzes & Posner, 2012).

Leadership Inventory tool (LPI) A 360-degree instrument assessing how frequently leaders engage in the five leadership practices (Kouzes & Posner, 2012).

Utrecht Work Engagement Scale (UWES) A self report questionnaire that constitutes aspects of employee engagement which are vigor, dedication and absorption (Schaufeli & Bakker, 2004).



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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Corporate firms survive by maximizing profits from existing capabilities and resources, often adjusting their policies and strategies to conform to changes in their operating environment (Kortmann, Gelhard, Zimmermann, & Piller, 2014). Success requires that the firms can effectively engage their human assets. As per Bushra, Ahmad, and Naveed (2011), organizational success is dependent on a host of factors, including a faithful, dedicated, and included leadership that significantly impact the force of competent employees capacity to perform. The insurance industry has been experiencing increased vulnerability to market dynamics fuelled by technological developments, human behavior, the intangibility of its services, and an increasingly competitive environment. It is quite a task to deal with diverse mentally, socially, and ethnically workforce and with the increasing integration of different cultures in today's business environment, managing these diverse personalities is a function of effective leadership (Kibet, 2016)

Further, increased competition has forced companies to look within to find sources of competitive advantage over their competitors (Kibet, 2016). Bursha *et al.* (2011) note that the administration of workers is, to a great extent, one of the strategies identified to improve an organization's competitive positioning. This is especially so in the service industry. Employees must engage directly with customers to secure their loyalty and ensure that they remain committed to the firm. At present, associations are more worried about the turn of events, comprehension, and improvement of their initiative (Bursha *et al.* 2011). Leaders make people move, and they energize and mobilize. Leaders move individuals to do things another way, battle against the chances, and continue towards a superior future. They are relied upon to take individuals to places they have never been, and subsequently, the initiative test never disappears (Kouzes & Posner, 2012).

The test of authority is taking individuals and associations to places they have never been, accomplishing something they have never done, and moving past the customary to the phenomenal (Kouzes & Posner, 2012). According to Kouzes and Posner (2012), leadership is not about who you are; it's about what you do. They also note that exemplary leadership practices are behaviors and actions that leaders exhibit when they are at their best and cause unprecedented

things to occur in associations. They depicted those practices as Model the way, Inspire a shared vision, challenge the process, enable others to act, and encourage the heart (Kouzes & Posner, 2012).

The challenge for leaders today is not simply holding skilled individuals; but completely captivating, motivating, and directing their efforts towards attaining organizational goals (Osborne & Hammoud, 2017). Schaufeli et al. (2002) indicated that this conceptualization of engagement looks at work exercises that the worker performs instead of the work job. Schaufeli noted that employee engagement is characterized by vigor, dedication and absorption. Vigour alludes to raised degrees of essentialness and mental adaptability, availability to place effort in one's work, and perseverance during troubles. Dedication alludes to being emphatically associated with your work and experiencing a sentiment of immensity, energy, inspiration, pride, and challenge. Absorption alludes to being joyfully fascinated and completely moved in one's work (Schaufeli, 2017). It is important for leaders to balance managing employee relationships, adopting emergent technologies, and maximizing profit-making opportunities (Osborne & Hammoud, 2017). Employee engagement has been linked to hierarchical execution (Lin & Ping, 2016).

1.1.1 Leadership Practices

The Kenyan government has set the goal of realizing Vision 2030, in which the country targets to be industrialized. Financial inclusion and security are key to ensuring the government attain this goal. However, the last twenty years has witnessed the closure or takeover of at least eight insurance firms. Most have failed in their mandate to acquire competent leadership, and this has impacted employee's job security (Kibuchi, 2018). Kibisu (2012) reported that a lack of quality leadership also plagues the insurance industry in Kenya. Leadership is key to promoting employee motivation and is an active process in management (Rukhman, 2010).

Leadership is a procedure by which heads guide, impact and direct the conduct and work of others towards achieving explicit objectives. The director can impact representatives to work with certainty and energy (Iqbal, Anwar, and Haider, 2015). Leadership is not about who the person is but it is about what the person does (Kouzes & Posner, 2002). In their research Kouzes and Posner (2002) noted that people who guide others along pioneering journeys follow surprisingly similar paths. Although the pioneers had different experiences their clearly identifiable behaviors and actions made a difference. They noted that when leaders make extraordinary things happen in

organizations they engage in five practices of exemplary leadership which are, Modelling the way, Inspiring a shared vision, Challenging the process, Enabling others to act and Encouraging the heart (Kouzes & Posner, 2002). The leadership model of Kouzes and Posner is used in this research.

In modelling the way, leaders need to clarify their values by finding their voice. Leaders need to know clearly who they are and what their core values are. The leader also needs to set the example by aligning actions with shared values (Kouzes & Posner, 2002). Visionary leaders make a culture of commitment, keep up worker trust, drive significant levels of profitability and increase general fulfillment. One of the basic components in building certainty and expanding worker engagement is having individuals at the top who rouse confidence in the employees (Wiley, 2010).

In inspiring a shared vision, Kouzes & Posner noted that people describe their best leadership experiences as times when they had an image of a highly attractive future of the firm. The leaders envisioned exciting possibilities and incorporated others in the vision by appealing to the shared aspirations (Kouzes & Posner, 2002). Pioneers are required to build up a dream and spur colleagues to accomplish the vision and improve execution (Iqbal, Anwar, and Haider, 2015). The leaders are responsible for directing relationships among employees and play a key role in developing the culture within an organization in regards to service provision and how it responds to changes in its environment (Kara, Uysal, Sirgy, & Lee, 2013). When leaders express enthusiasm and excitement for the vision, they ignite passion in others (Kouzes & Posner, 2002). The way leaders behave is key to ensuring that they leave a significant impact on an organization's culture and vision (Bersin, 2015).

Every single personal best leadership experience involved changing the status quo. Challenging the process hence involves innovation and change. It is about experimenting, taking risks, searching and seizing opportunities (Kouzes & Posner, 2002). Leaders' focus is on the future, and their legacy is valued based on their ability to administrate over valuable institutions which are able to survive over time. Leaders today are not looked at by their ability to meet the bottom line but by their ability to develop people and the institutions which they manage to inspire change, prosperity, and growth (Bersin, 2015)

In enabling others to act leaders need to foster collaboration by building trust and relationships and empower others. This increases followers self determination and develop competence. The firm's

vision cannot be achieved by a single person, it requires a team effort through trust and relationships (Kouzes & Posner, 2002). Dvir, Eden, Avolio, and Shamir (2002) noted that employee productivity varied according to the leadership style and that certain styles were more effective in eliciting productive responses than others. The initiative includes managing change, and focusing on individuals and their qualities, not simply benefit. As per Jim Collins, pioneers should concentrate on strengthening instead of control for the development of representatives (Iqbal, Anwar & Haider, 2015).

In encouraging the heart leaders are required to recognize contributions by showing appreciation for personal contributions and celebrate values and victories. When celebrations are genuine they build a strong sense of collective identity and community spirit. This carries the team through extraordinarily tough times (Kouzes & Posner, 2002). According to Njambi (2014), business success or failure is significantly influenced by the type and quality of leadership. The recognition that overall productivity is not dependent on instituting strict and outlandish rules has changed how firms select their management (Berkovich, 2016).

Consequently, managements worldwide have begun to assess how different practices impact employee relationships, efforts, and engagement levels (Berkovich, 2016). Bersin (2015) noted that leaders who successfully incorporate employee engagement behaviors report increased productivity, higher returns, and retention levels. Leadership effectiveness can consequently be characterized by the capacity to give representatives a vision for the organization, the capacity to deal with difficulties, demonstrate belief in employees, and inspire confidence in them. According to research, a manager significantly affects worker's general assessment of work engagement levels (Wiley, 2010).

Deloitte's report on human capital pattern, leadership was noted as a perennial issue as organizations are attempting to create pioneers at all levels even as organizations put resources into new and accelerated administration models. Administrators who focused on the well-being of their employees and assured them of their job security, were transparent about upcoming changes, protected their teams, demonstrated trust, and encouraged employee development were noted to have a reduction in administrative vulnerability. This points to the need for insurance companies to identify, retain, and develop people-centric leaders who can successfully execute their strategy and vision (Deloitte, 2018).

Leaders in the insurance firms need to transition to being people-centric, instill a culture of collaboration, cross-organizational teamwork, and transition from a traditional hierarchical organizational structure to a more fluid and flexible structure (Deloitte, 2018). Associations with solid authority pipelines yield noteworthy returns contrasted with their companions. They improve their capacity to retain workers and execute change. A dominant part of heads in the protection business noticed that their immediate reports come up short on the aptitudes expected to join the C suite, while the chief executives noticed an absence of access to administration preparedness programs (Deloitte, 2016).

1.1.2 Employee Engagement

Employee engagement refers to the emotional commitment elucidated by employees towards their organization and their actions to ensure that the organization becomes successful (Wang & Hsieh, 2013). Schaufeli (2011) further noted that work engagement is a positive emotional state of fulfillment characterized by vigor, dedication and absorption. Vigor is seen as high level of energy, resilience and willingness to put in more effort in the job. It also means that the worker remains persistent even during difficult times (Schaufeli, 2011). Worker engagement increases discretionary effort among employees within a firm (Wang & Hsieh, 2013).

Dedication is seen as a strong involvement in the work accompanied by enthusiasm, a sense of pride and inspiration (Schaufeli, 2011). Employee engagement promotes dedication, commitment, care, accountability, and results orientation (Wang & Hsieh, 2013). Engagement improves commitment to the firm and motivates employees to complete their work in time and effectively (Adkins, 2015).

Absorption means that the worker is pleasantly immersed in the work, hence time passes quickly and the worker is unable to detach themselves from the job (Schaufeli, 2011). If the employees feel connected and valued by the company they are likely to stand up for it, find solutions to emerging challenges, come up with ideas that enhance operations, and are willing to take on more workload to ensure firm success. Employee engagement is a direct reflection of how the company treats its employees (Adkins, 2015)

Employee engagement is a key business driver for organizational success. In the United Kingdom, only 17% of the employees are engaged. More than 50% of the employees are not engaged, while 25% are actively disengaged (Adkins, 2015). The number of actively disengaged employees is

more than twice the number of actively engaged employees. Gallup estimates that eliminating active disengagement in organizations would result in improved productivity per employee. In any case, just 30% of the worldwide workforce is evaluated to be fully engaged (Batista-Taran, Shuck, Gutierrez, & Baralt, 2013). Elevated levels of engagement advance maintenance of ability, encourage client dependability, improve authoritative execution and partners trust (Lockwood, 2007).

In furthering their research, Kouzes and Posner wanted to determine if the five practices of exemplary leadership have any effect on the engagement and execution of individuals in associations. After analyzing their research findings, they made the conclusion that exemplary leader behaviors make a profound constructive contrast in individuals' responsibility and execution at work (Kouzes & Posner, 2012). Their data shows that engagement is not significantly impacted by the nature and characteristics of the individual at the workplace but by the behavior and attitude of their leader. Leader's behavior significantly impacted responsibility, unwaveringness, inspiration, productivity, and pride among employees (Kouzes & Posner, 2012). Furthermore, characteristics of the constituents and the organization explained less than one percent of constituents' engagement, commitment, and pride in their workplaces. Similarly, age, sexual orientation, social standing, ethnicity, position, work, discipline, industry, and nationality were determined to have an insignificant impact on employee engagement and commitment (Kouzes & Posner, 2012).

One of the major factors that influence a worker's duty is the supervisor-representative relationship (Njambi, 2014). A team leader determines the association between the worker and the organization and, consequently, enormously impacts performance and retention. Representatives who trust their administrators seem to have more pride in the association (Lockwood, 2007). Kouzes and Posner also noted that it is not about the leader's personality but how the person behaves as a leader. They also noted that the more leaders take part in the five commendable initiative practices, the more probable they are to affect others and the organization. Leaders who use these practices frequently than others foster renewed loyalty and greater organizational commitment (Kouzes & Posner, 2012).

Nduru (2014) conducted an assessment of the effects of a lack of employee engagement in UAP insurance. Lack of employee engagement fuelled by lack of staff involvement in decision-making

and lack of clarity on the company's direction significantly impacted strategy implementation. Lowered employee engagement negatively affected employee competence, contributing to an increased turnover rate. The study also noted that some of the insurers' challenges were lack of competent leadership at all levels and lack of effective communication from the managers to the staff. The study recommended that the insurer should design and implement an effective employee engagement program.

The above observations reflect on the need to have clear leadership across all levels within insurance firms. Employee engagement encompasses aspects of change in organizational culture; a change in how leaders lead, how they manage relationships, and make decisions (Markos & Sridevi, 2010). There is a need for leadership strategies to be developed in line with the business strategy; since leadership development can be a key investment. In an industry that is confronting many difficulties and vulnerabilities, insurers legitimately perceive the significance of solid, compelling administration. Insurers are prepared to put resources into future pioneers to empower them to prevail in the dynamic conditions (Deloitte, 2016).

1.2 Problem Statement

The five practices of exemplary leadership are expected to improve performance among insurance companies (Cote, 2017). He reported that the characteristics of the management play a key role in promoting organizational growth and enhancing the firm's efficiency and sustainability. According to Kibuchi (2018), while some departments in the insurance companies may report success, the key objectives of the firms are not being met. This has been noted with the slow growth rate of insurance premiums, increased expenses, reduced income from investments, and increasing claims ratio, which impacts profitability (Kibuchi, 2018). Recent technological advancements and changing employee expectations have also impacted how insurance companies set up and administrate their workforce (Nduru, 2014). Increased disconformity between employee expectations and the workplace environment has significantly increased worker disengagement and turnover rate (Kamau & Omondi, 2020).

Kinyanjui (2015) noted that 33.8% of respondents in Kenya insurance firms indicated that turnover was 10% to 30%, while 31% of respondents indicated that turnover was 30% to 50%. Friar and Mulyani (2018) noted that employee turnover is costly and impacts the firm's ability to meet its goals since it is at a high risk of losing valuable and competent employees. Kinyanjui (2015), in a

study on employee retention strategies in Kenyan insurance firms, recommended a change from a traditional retention approach to modern retention strategies focusing on communication and relationship between employees and supervisors within the firms. Identifiable expectations of the modern employee were noted to be the need for growth opportunities, the need for challenging work and roles, involvement in decision making, increased independence and recognition.

Koskey and Njoroge (2019) noted that employee engagement was subject to the working environment, compensation, recognition, work pride, and development opportunities. This was corroborated by Aswani (2019), who noted that training and showing concern for employees improved retention within corporate firms. Abdi and Njuguna (2020) found that employee empowerment improved employees' capacity to adapt to new technologies and make more informed decisions which improve service delivery at the National Hospital Insurance Fund.

A study by Nduru (2014) on the effects of low employee engagement in UAP insurance noted that a lack of employee engagement was due to a lack of involvement in decision making. Nduru (2014) noted that further studies were required to develop effective employee engagement programs. Kitur (2015) noted that most of the employee turnover issues and challenges in the insurance industry can be addressed by adopting the right style of leadership.

While the above studies explore leadership and employee engagement aspects, none of the above studies focuses specifically on the leader behaviors and their effect on employee engagement. This research sought to explore specific leader behaviors in reference to Kouzes & Posner's five practices of exemplary leadership. Hence, the study sought to evaluate the use of practices of exemplary leadership and their influence on employee engagement in the insurance industry in Kenya.

1.3 Research Objectives.

The study sought to establish the influence of leadership practices on employee engagement in the Kenyan insurance industry.

1.3.1 Specific Objectives

The study sought to address the following objectives;

- i. To establish the effect of leaders modeling the way on employee engagement in the insurance industry.

- ii. To establish the effect of leaders inspiring a shared vision on employee engagement in the insurance industry.
- iii. To establish the effect of leaders challenging the process on employee engagement in the insurance industry.
- iv. To establish the effect of leaders enabling others to act on the employee engagement in the insurance industry.
- v. To establish the effect leaders encouraging the heart on the employee engagement in the insurance industry.

1.4 Research Questions

- i. What is the effect of leaders modeling the way on employee engagement in the insurance industry?
- ii. What is the effect of leaders inspiring a shared vision on employee engagement in the insurance industry?
- iii. What is the effect of leaders challenging the process on employee engagement in the insurance industry?
- iv. What is the effect of leaders enabling others to act on employee engagement in the insurance industry?
- v. What is the effect of a leaders encouraging the heart on employee engagement in the insurance industry?

1.5 Scope of the Study

This study focused on employees at all levels working in registered insurance companies in Kenya. The study was restricted to the five practices of exemplary leadership as presented by Kouzes and Posner's (2012) leadership model and their level of influence on employee engagement. The study was conducted between July 2020 and August 2020. The theoretical scope of the study focussed on transformational leadership theory. The study was conducted across the top insurance companies in Nairobi City , Kenya. Data was collected using self administered questionnaires and google forms where necessary.

1.6 Significance of the Study

The study was valuable to the insurance industry and other leaders in the service industry in getting comprehensive knowledge on the level of deployment of the five practices of exemplary leadership and the most impactful practice in enhancing employee engagement at the workplace. This will

form a guide for leadership training and development for the insurance industry. The insurance industry, policymakers, insurance associations, and insurance regulators will obtain information on the level of employee engagement in the industry. The study will guide them in designing appropriate policies that will enhance employee engagement and hence increase productivity in the sector. This will expand knowledge in the industry and identify areas for further research.

1.7 Limitations of the Study

The study faced limitations in accessing participants due to the nationwide lockdown in the wake of the Covid -19 pandemic, which meant fewer employees were physically present in the workplace. The study minimized the impact of these limitations by utilizing Google forms in data collection.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The study chapter presented the theories that anchored the study variables and the empirical review of previous studies. The chapter finally presented the conceptualization and operationalization of the research variables.

2.2 Theoretical Review

The study was guided by the transformational leadership theory.

2.2.1 Transformational Leadership Theory

Transformational leadership was formulated in 1985 as a theory of leadership in organizations (Balwant, Mohammed & Singh, 2019). Transformational leaders stimulate and inspire followers to achieve extraordinary outcomes, in the process they develop the followers leadership capability. The theory has four components; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass, 2010).

Idealized influence means that leaders serve as role models, they should be admired, respected and trusted. These leaders can be counted on to demonstrate high level standards of conduct. Inspirational motivation means that transformational leaders motivate and inspire those around them by giving work that is meaningful and providing challenging tasks. On intellectual stimulation leaders stimulate innovation and creativity by reframing problems and approaching old challenges in new ways. Individualized consideration means that leaders give special attention to each follower's needs and act as a mentor and coach to enhance their need for growth and achievement (Bass, 2010)

The theory defines leadership in terms of the expected outcomes such as motivating followers to achieve high levels of performance. The transformational leadership model conceptualizes certain leadership behaviours. A transformational leader is a vision focused pioneer who uses behaviours to express a vision in a positive manner (Balwant *et al.*, 2019). Rafferty and Griffin criticized transformational leadership in respect to its meaning and multidimension issues. They defined a transformational leader as a pioneer who encourages followers to achieve goals aligned with the

vision by modelling ways to solve problem creatively, showing concern for followers' needs and providing rewards when goals are achieved. In 2004 Rafferty and Griffins transformational leadership model conceptualized leadership behaviors in five dimensions; Vision, Inspirational communication, Intellectual stimulation, Supportive leadership and Personal recognition (Balwant *et al.*, 2019)

Vision refers to expression of an idealized picture of the future based on the values of the firm. Inspirational communication is defined as the expression of positive and encouraging messages. Intellectual stimulation involves awareness of challenges and increasing employee's ability to resolve problems in new ways. Supportive leadership is expressing concern for followers and looking into their individual needs while personal recognition involves providing rewards such as praise and acknowledging effort (Balwant *et al.*, 2019)

Transformational leadership has been defined as including four leadership characteristics however new leadership studies have attempted to refine the understanding of these characteristics. Apart from Rafferty and Griffins, another model is derived from the study by Kouzes and Posner. Kouzes and Posner have emphasized the importance of what they called exemplary leadership for producing the leader follower trust. Leader follower trust is central to transformational leadership. Kouzes and Posner noted that leading by example is visible management (Tineh *et al.*, 2009).

Research by Kouzezs and Posner concluded that leadership is not a position but a collection of practices and behaviors. These behaviors serve as a guide for leaders to accomplish their achievements or get extraordinary things done. These practices are seen to be essential components of the concept of transformational leadership (Tineh *et al.*, 2009). The practices are; Model the way, Inspire a shared vision, Challenge the process, Enable others to act and Encourage the heart (Kouzes & Posner, 2012).

Transformation leadership theory laid a foundation for this study. It describes the behaviors of leaders that lead to achievement of extraordinary things. The four dimensions described by Bass (2010) were further refined by Kouzes and Posner leading to specific leader actions and behaviours described as exemplary leadership practices.

2.2.2 Kouzes and Posner Leadership Model

The operationalization of leadership for this study is based on Kouzes and Posner leadership model.

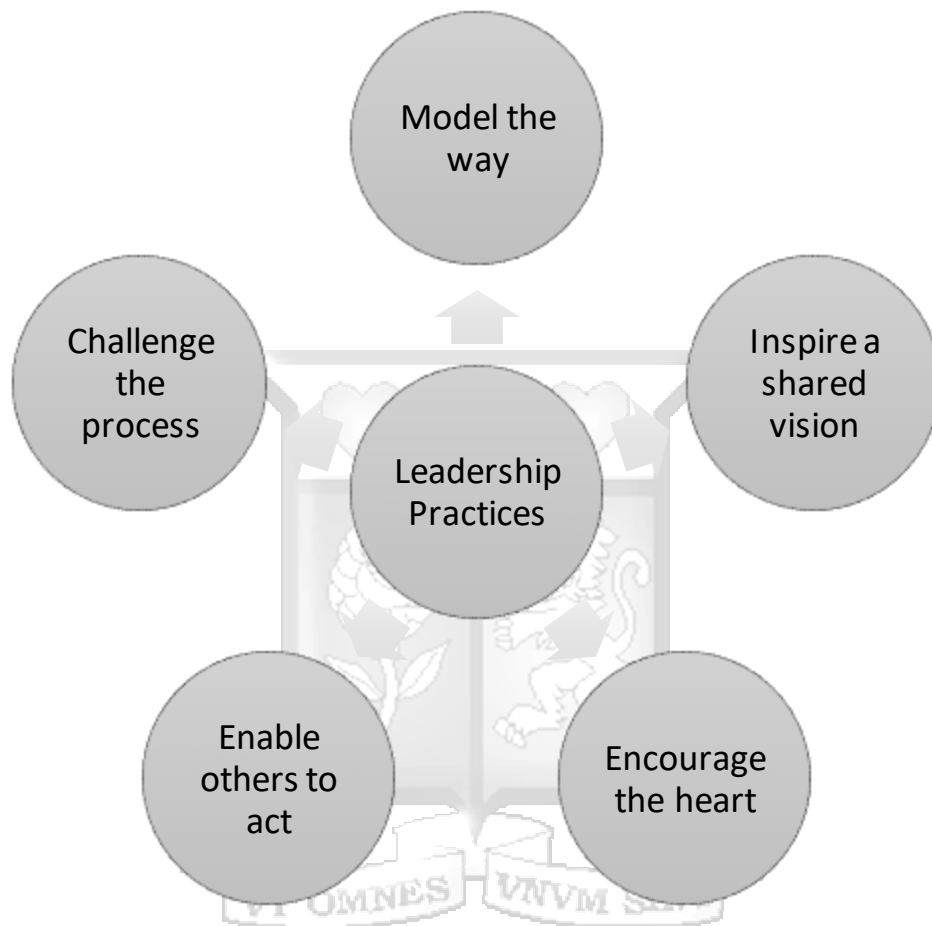


Figure 2.1 Kouzes and Posner Leadership Model

2.3 Empirical Review

2.3.1 Exemplary Leadership practices

In the 2019 worldwide human capital patterns review by Deloitte, 80% of respondents appraised administration as a high need in their organizations. Just 41% indicated that their firms were prepared to meet authoritative responsibilities (Deloitte, 2019). Respondents noted that the ability to lead through multifaceted nature, capacity to lead through change, capacity to deal with a workforce with a mix of people and machines, and capacity to lead is increasingly necessary for the attainment of firm objectives and sustainability. It was observed that lack of adequate

transparency, collaboration, and performance management were among the key challenges impacting businesses (Deloitte, 2019).

Kanakeh (2009) conducted a study on the Kenyan insurance industry and revealed that leadership initiatives were key to influencing workers' productivity. The study noted that in some firms, lack of inclusion of employees in decision making, communication, and incompetency of the management negatively influenced the effectiveness of the firms. An examination on worker turnover in the protection business by Kinyanjui (2015) noticed that most of the representatives leave a firm because of dissatisfaction and consistent disagreement with their bosses.

The study by Kinyanjui (2015) noted that most insurance managers adopted traditional strategies of inducing employee motivation, such as increasing remuneration. This was found to have an insignificant impact on their productivity, motivation, and loyalty, especially if it could be matched by another employer or fails to satisfy the particular individual's personal needs. Thus, insurance firms needed a change to conventional ways to deal with present-day challenges, for example, by tuning in, learning, and making a more honest attempt at understanding employees' personal wants and needs (Kinyanjui, 2015).

Kouzes and Posner (2002), through their investigations on the leadership challenge, noticed that fruitful pioneers share certain behaviors which were useful for all intents and purpose. Their research indicated that leadership is an assortment of practices and behaviors which inspire employees to direct their energy towards attaining certain goals and objectives of the firm. The identified practices were key to directing leaders towards making remarkable achievements in various fields and industries (Abu-Tineh, Khasawneh, & Omary, 2009). The practices were created through concentrated exploration on administration behaviors and have been perceived by analysts as a delegate of exceptionally viable authority practices that leaders should use to transform values into actions (Abu-Tineh, Khasawneh, & Omary, 2009).

The practices were described as (1) Model the way; to effectively model behaviors, exemplary leaders must first be clear about their own guiding principles and set an example. (2) Inspire a shared vision; Exemplary pioneers envision future possibilities and dreams and assist others to see what the future holds. (3) Challenge the process; Exemplary pioneers scan for chances to enhance, develop, improve and achieve through taking chances and experimenting. (4) Enable others to act; Exemplary leaders build a team effort by fostering cooperation, building trust and empowering

others. (5) Encourage the heart; Exemplary pioneers urge their supporters to carry on in spite of misfortunes through celebration and recognition (Tineh *et al.*, 2009). The research indicated that leaders who do more of the behaviors of the five practices get better results both at work and in relationships with subordinates. The study also resulted in the development of the leadership practices inventory (LPI) as a research tool (Kouzes & Posner, 2013). This research was based on the Kouzes and Posner leadership model.

2.3.2 Model the Way

According to Johnson *et al.* (2015), effective leaders develop a set of clear values for people to follow, build loyalty, and set an example for others to follow through their actions. People are willing to follow a leader who lives by the values they support. Performance is also seen to improve when the pioneer supposedly engages in the association's shared vision and objectives (Johnson *et al.*, 2015). In a study conducted by Bono and Judge (2013) on the effects of leadership behaviors on follower's employment performance in Abuja, Nigeria, it was discovered that leadership practices were identified with supporters' activity execution. From the member's observation on administration, Nemanich and Keller (2007) likewise presumed that the leadership behaviors had a significant positive relationship with achieving the organization's goal, clarity of the role given, creative thinking, and follower performance. Batista *et al.* (2013) did a study on the role of leadership style in employee engagement. The study noted that employee engagement was due to an employee relationship with the manager and his role as an effective leader. The study, however, did not look at the relationship between exceptional or effective leaders and the level of employee engagement.

According to Kouzes and Posner (2012), titles do not make one a leader; it is how one behaves that makes the difference. If leaders need to pick up duty and accomplish elevated expectations, they should demonstrate the practices they expect of others. Words and deeds should be steady. Apart from leading by example, pioneers should have clear core values and explain their qualities. Explaining one's qualities lead to giving those qualities a voice and easily offering them to other people (Kouzes and Posner, 2012). Pioneers can demonstrate that something is significant by doing it without anyone else's help and setting the way. Showing others how it's done is definitely more compelling than driving by the order (Kouzes & Posner, 2012). Omary, Khasawneh and Tineh, (2009), in their review of leaders' ability to model the way as a practice of exemplary leadership, determined the need for leaders to set the pace and align work expectations through everyday

activities. They further found that leaders should create a program of excellence, set a philosophy, set high standards for the organization, set principles on how people should be treated, and pursue goals.

A study by Riazet (2010) on the effect of transformational leadership on employees' work performance determined that employees' performance is significantly affected by employee's capacity and inspiration. If representatives do not have such great capacity, at that point, they will likewise not have the option to perform well in their activity. They prescribed that to improve representatives' performance, the leader's direction ought to be on changes and improvement of the workplace, inspiring the representatives and setting an example. Chonget et al. (2010), in their research on activity fulfillment and task execution, contend that satisfaction is related to performance. They further discovered that representatives feeling happy with the management would focus on their work more. In a comparable investigation of Piccolo and Colquitt (2006), the researchers found administration practices had a fundamentally positive relationship with task execution. They indicated that groundbreaking leadership had a positive relationship with employee work fulfillment, inspiration, and work execution.

2.3.3 Inspire a Shared Vision

According to Johnson *et al.* (2015), people are committed to achieving organizational goals when the vision is created collectively. He further stated that a mutual vision propels individuals to settle on educated choices in regards to instructional practices. Kouzes and Posner (2003) conducted a study on the exemplary practices of leadership and determined that to envision the future, leaders also need to imagine exciting and ennobling possibilities. They need to have a clear vision of what the results should look like and connect it to the history that got the organization where it is. Leaders are driven by their clear image of possibility and what the organization could become. They imagine the opportunities that are in store when the organization arrives at a distant destination (Kouzes & Posner, 2003).

In addition, pioneers need to incorporate others in the vision by appealing to the shared aspirations (Kouzes & Posner, 2003). A pioneer must have a dream at the top of the priority list, be clear concerning why it is significant, and furthermore be similarly clear regarding why it should matter to those he is imparting the vision to. People have to believe that the leader has their best interest at heart and understands their needs (Johnson *et al.*, 2015). Harris (2017) conducted a study that

inspected the connection between worker and plan to remain in an organization. The investigation discoveries demonstrated that the adequacy of leadership correspondence had a significantly strong relationship to the representative's commitment and expectation to remain in the organization. The study revealed that increased transparency improved the intent to stay.

Tineh *et al.*, (2009) determined that pioneers need to rouse a mutual vision to bring people together in an organization and foster commitment. They further emphasized that leaders ought to accept that they can have an effect if they imagine the future and make an interesting picture of what the firm can turn into. They ought to rouse the vision with an uplifting standpoint, produce eagerness and energy through symbols, personal energy, and genuineness (Tineh *et al.*, 2009).

Shubaka (2014) did a study on employee retention strategies and engagement in Kenyan insurance companies. In his findings, he noted that employee engagement was due to employee understanding of organizational goals and employee involvement. The study, however, did not account for other variables of employee engagement, such as leadership.

2.3.4 Challenge the Process

Kouzes and Posner (2012) noted that great leadership requires challenging the status quo. Pioneers hence need to look for opportunities to seize and look for innovative ways of improvement. This innovation and change requires them to experiment and take risks. Kouzes and Posner (2012) conducted a study on the effect of initiating change on the status quo on the leadership experience. The study findings indicated that leaders need to venture out; they cannot just sit and wait for destiny to favor them. They should be pioneers ready to step out into the obscure. The examination presumed that facing challenges is essential since it requires the pioneer and those they are working with to challenge what they are really going after as well as how they are functioning. The individuals who lead others to enormity look for and acknowledge the demand; they search for opportunities to innovate, improve and grow (Kouzes and Posner 2012).

Tineh *et al.*, (2009) in a study on the influence of a creative environment on innovation, indicated that pioneers are by all accounts not the only makers of new items, processes, or procedures but instead pioneers either make new thoughts or perceive and bolster new thoughts. Change and innovation come from listening rather than from telling. The study concluded that change and innovation also come from experimenting and taking risks; the leader's major contribution is to create a suitable environment for experimentation. The study recommended that the work

environment should offer recognition of good ideas, support the idea and have the willingness to change the system.

In addition, Rudd (2010) conducted a study on the relationship between effective management and change and innovation in Florida. The study concluded that leaders should be early adopters and supporters of change and innovation, considering the risk of failure involved. The study also recommended that pioneers should likewise make an atmosphere where individuals are versatile and feel accountable for the change. They need to ensure that the size of the change is not overwhelming by approaching change through little gradual advances and little successes. The little steady triumphs offer certainty that even the best difficulties can be met. This builds and strengthens commitment (Rudd 2010).

2.3.5 Enable others to Act

Nowack (2016) noted that enabling others to act brings forth empowerment and collaboration. It means that the leader should involve others in planning and give them the freedom to choose in the decision-making process. It allows followers to perform their duties and realize their full potential. Leaders who make a difference create an atmosphere of trust and human dignity and make others feel powerful and capable. They let others carry responsibility and ownership in the organization (Tineh *et al.*, 2009). In a study by Amble (2015) on the effect of managers' traits on employees' commitment to an organization, it was revealed that directors who can create a team atmosphere invariably affect a representative's responsibility to the organization and employee efficiency.

Ferguson (2014) determined that enabling others to act brings forth empowerment and collaboration. This means that the leader should include others in planning and give them the opportunity to participate. This permits supporters to play out their obligations and understand their maximum capacity. This is supported by Tineh *et al.*, (2009), who also indicated that people who feel trusted generally feel happy and are well adjusted and satisfied with the organization. Similarly, Johnson *et al.*, (2015) note that effective pioneers urge individuals to perform at their most extreme potential by empowering them to go about as well as to lead. High-performing pioneers bolster their staff every now and again and motivate them to become leaders. They rouse their staff to initiate reforms and develop new approaches. They build teamwork and support (Johnson *et al.*, 2015).

According to Kouzes and Posner (2012), big dreams do not come to reality through the actions of one person. To make a significant reality of a dream requires a team effort, solid trust, and strong relationships. It is fundamental to be available to all thoughts and give everybody a voice in the dynamic procedure. Team leaders need to realize that the group is bigger than any individual from the group. They hence need to foster collaboration by facilitating relationships and fostering collaboration. It is easy to achieve goals when you make them shared goals, involve people in decision making, trust them to deal with the execution, give them obligations and credit. A leader builds trust by serving the needs of others. When people trust their leader and each other, the more they are likely to take risks, make changes and keep organizations alive (Kouzes & Posner, 2012).

On the other hand, Sikandar (2010) analyzed the distinctive authority styles on workers' performance in Pakistan. The essential focal point of this examination was to explore the effect of authority style on representatives' performance. The investigation discovered that the connection between representatives' performance with opportunities given was factually critical. It reasoned that if the pioneer includes the representatives in the dynamic procedure, having an amicable relationship with them and expanding their opportunity in the work environment, he can augment their performance.

2.3.6 Encourage the Heart

Kouzes and Posner (2012) noted that pioneers need to recognize followers contributions, show appreciation, celebrate values, victories and create a community spirit. Herin (2011) noted that a good leader is able to recognize employees' potential and recognize their efforts. She further stated that it is the role of the leader to show thankfulness for individuals' commitment and make a culture of praising qualities and creating a feeling of belonging. She concluded that the journey to the top could be long and tedious; often, people are tempted to give up. They become depleted, baffled, and disillusioned, and henceforth pioneers need to show mindfulness. Moss (2018) investigated how transformational leadership facilitates the security of 160 employees in the public and private sectors. The research assessed the leadership style of the immediate superiors of the participants and, by regression analysis, evaluating their own self-esteem, attachment style, fair world values, regulatory emphasis, and function. The study found that when leaders show emotional support and value the engagement of followers, followers are linked happily, and there is an increase in performance.

According to Tineh *et al.*, (2009), to achieve goals, people need motivation and encouragement. To influence employee motivation, leaders should attach recognition and rewards to job performance. Leaders play a special job in praising individuals or gathering accomplishments. By commending accomplishments, pioneers cause individuals to feel that they are part of the team and part of something noteworthy. It also builds a feeling of having a place and inspiring them to perform better. Tineh *et al.*, (2009) further suggested that encouragement can come from simple gestures such as note cards, personal thank you notes to dramatic gestures such as marching bands and ringing bells. They noted that leaders need to realize that in a triumphant group, the individuals need to partake in the prizes of their endeavors.

Kouzes and Posner (2003) found that recognition can pose as a great hazard to the performance of the employees. Kouzes and Posner further revealed that recognition and encouragement are not just about fun and games; neither are they about pretentious ceremonies. It is how the leader visibly and in behavior links rewards with performance. By recognizing achievement and creating a support system, the leader can enhance cooperation within the firm. Khan (2010) investigated the effect of contact on employee work quality in a study of 153 employees of oil and gas companies in Pakistan. The findings showed that positive interaction is constructive with respect to employee performance.

Therefore, Khan (2010) recommends that executives focus on more positive interaction as well as all factors that promote employee engagement, increase employee performance and increase organizational productivity. A pioneer needs to guarantee that individuals see the advantage of conduct that is lined up with the treasured organizational values. When leaders celebrate accomplishments of key values and milestones, they sustain the focus of the people (Khan, 2010). Supervisors are additionally an imperative segment in giving prizes such as adaptable work hours, vocation development, acknowledgment and authority (Amble, 2015).

2.3.7 Employee Engagement

Shimazu *et al.* (2018) conducted a study on the relationship between employee engagement and leadership aspects in Kenya's financial firms. The study concluded that work engagement would, in general, be emphatically identified with social help from collaborators and bosses, execution criticism, instructing, open doors for development, and training (Shimazu *et al.*, 2010). Schaufeli (2011) also supports this notion and notes that engagement is brought about by work independence,

social help, training, execution input, chances to learn and create, and good leadership. He also notes that engaged workers are motivated, present, and pay off to the organization. This is demonstrated through contextual performance, intrinsic rather than extrinsic motivation, personal initiative, proactive behavior, less absenteeism, less turnover, and increased productivity (Schaufeli, 2011).

Exploration shows that only 13% of the worldwide workforce is locked in, and the greater part of the workforce would not prescribe their present manager to a companion (Deloitte, 2016). Deloitte (2016) conducted a study on whether employees in insurance firms would consider recommending their current employer and why. 93% of protection respondents indicated that culture and engagement are a top challenge. This means that insurance has one of the largest capability gaps. Less than half were ready to face the challenge as 37% of the respondents said they were updating their engagement strategy, 35% had updated their strategy in the last eighteen months, 18% had no strategy, while 13% had an outdated strategy (Deloitte, 2016). This study was based on a general view and did not focus on exemplary leadership practices.

Kahn (2014) conducted a study on the concept of engagement and how it differs from other aspects of employee roles such as motivation and job involvement. The study revealed that engagement involved the process at work, which makes people be psychologically present or absent during task performances. His studies also concluded that disengaged employees detach themselves from their roles and withdraw cognitively and emotionally. Welbourne (2013) examined the impact of administration style on workers' dedication and expressed that it is paramount that supervisors commit to stepping up. The study determined that the individuals accountable for an organization's outcome and the initiative and supervisory groups significantly impact employees' engagement.

Schaufeli (2017) conducted a study on employee engagement and the factors that affect employee engagement. The research indicated that employee engagement focuses on the fulfillment of employees on task-related issues and being of a positive mind when executing work duties. The study also notes that engaged employees are characterized by high vigor, dedication, and full absorption in their work. Schaufeli, (2011) noted that workers demonstrate vigor by feeling strong and acting vigorous as they deliver their duties. Dedicated employees are enthusiastic and inspired at work while workers demonstrate absorption by getting carried away at work due to total immersion in the role. Engaged employees also exhibit a willingness and invest their efforts in

ensuring the accomplishment of assigned tasks. The study focused on employee engagement and did not consider how it is affected by leadership practices.

Kouzes and Posner (2012) wanted to find out if the five practices of exemplary leadership make a difference in the engagement and performance of people in organizations. The research findings indicated that exemplary leader behavior makes a profound positive difference in people's engagement and performance at work. Kouzes and Posner's research showed that commitment to the work environment and responsibility is fundamentally clarified by how the pioneer carries on and not by a specific trait of the constituents. Their factual investigation uncovered that a pioneer's conduct clarifies most of the constituents' work environment engagement. They noticed that the pioneer's conduct contributes more to components, for example, commitment, unwaveringness, inspiration, productivity, and pride (Kouzes & Posner, 2012).

2.4 Summary of Literature and Research Gaps

The below table reviewed the various gaps that were identified in the empirical review of the various studies in line with the research objectives.

Table 2.1 Research Gaps

Author	Title of study	Findings	Research Gap
Bono and Judge (2013)	Effects of leadership behaviors on Follower's employment performance in Abuja, Nigeria	Leadership behaviors are positively related to followers' job performance	The study, however, was conducted in Nigeria, while current research focuses on the Kenyan insurance market.
Harris (2017)	The relationship between employee engagement and intent to stay with several significant leadership traits.	The study findings showed that the effectiveness of leaders' communication had a significantly strong relationship to	The study focused on communication alone as a practice for an exemplary leader, while the current study considered all the practices of an exemplary leader

		employee's engagement and intent to stay	
Amble (2015)	Effect of managers' traits on employees' commitment to an organization.	Managers who are able to build an all-around engaging work climate have an invaluable effect on an employee's commitment to a company and on the productivity	The research focused on manager traits, while this study focused on the exemplary leadership qualities of a manager.
Khan (2010)	The effect of management personal contact on employee work quality among employees of oil and gas companies in Pakistan.	The findings show that positive interaction is constructive with respect to employee performance.	The study, however, was conducted in Pakistan, while the current research focused on the Kenyan insurance market.
Shimazu et al. (2018)	Relationship between employee engagement and aspects of leadership in Financial firms in Kenya	There is a positive relationship between employee engagement and aspects of leadership in financial firms.	The study focused on general financial firms, while this study focused on only insurance firms in Kenya.

2.5 Conceptual Framework

A conceptual framework is a visual representation of the relationships between the dependent and independent variables in a study. This study focused on assessing the impact of exemplary leadership practices on employee engagement within the insurance industry in Kenya. The leadership practices are as stipulated in the Kouzes and Posner leadership model. The following conceptual framework was adopted.

Independent Variables

Dependent Variable

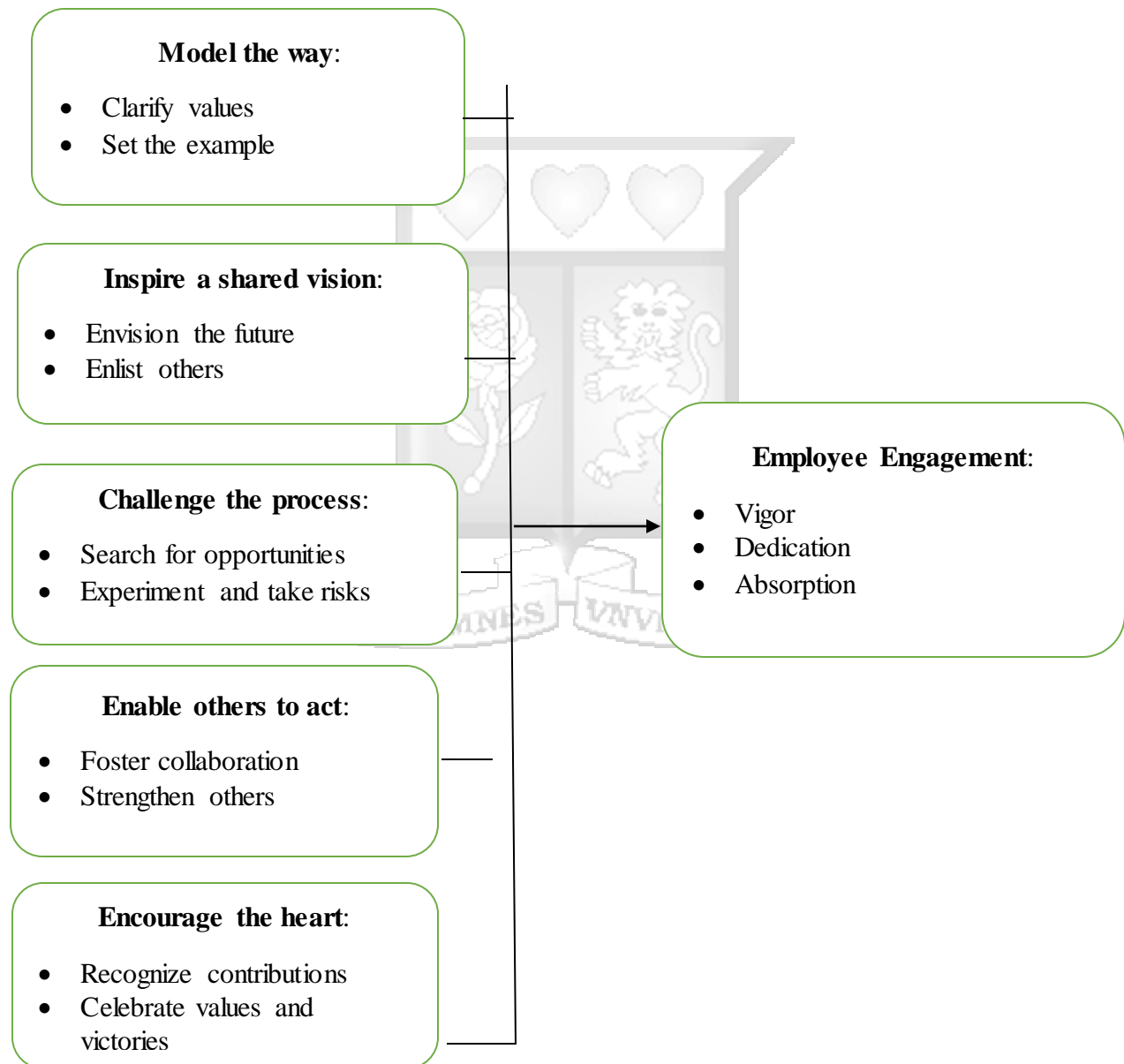


Figure 2.2 Conceptual Framework

The figure above showed the interaction between the various leadership practices and employee engagement. The operationalization and measurement of the study variables are presented table 2.2

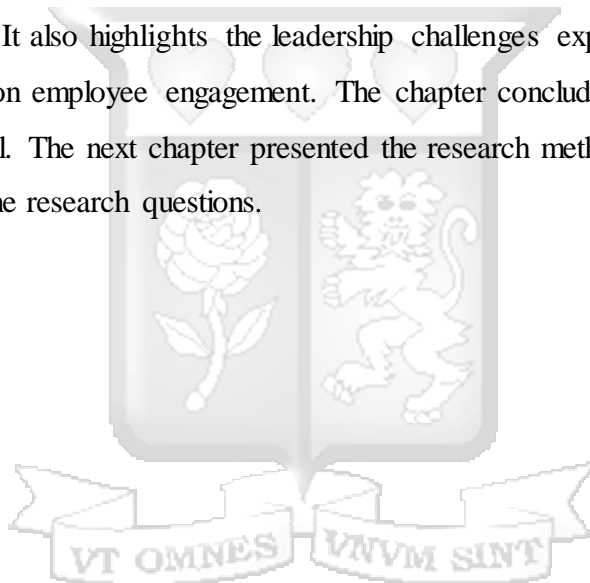
Table 2.2 Operationalization of Study Variables

Variable	Indicators	Measurement scale	Data analysis	Supporting Literature
Model the way	<ul style="list-style-type: none"> • Clarify values • Set the example 	Ordinal scale	Descriptive analysis Inferential analysis	Johnson et al. (2015); Kouzes and Posner (2012)
Inspire shared vision	<ul style="list-style-type: none"> • Envision the future • Enlist others 	Ordinal scale	Descriptive analysis Inferential analysis	Tineh et al., (2009); CSPL (2016).
Challenge the process	<ul style="list-style-type: none"> • Search for opportunities • Experiment and take risks 	Ordinal scale	Descriptive analysis Inferential analysis	Kouzes and Posner (2012); Schaufeli (2017).
Enable others to act	<ul style="list-style-type: none"> • Foster collaboration • Strengthen others 	Ordinal scale	Descriptive analysis Inferential analysis	CSPL (2016); Johnson et al. (2015); Kouzes and Posner (2012)
Encourage the heart	<ul style="list-style-type: none"> • Recognize contributions • Celebrate values and victories 	Ordinal scale	Descriptive analysis Inferential analysis	Kouzes and Posner (2012); Tineh et al., (2009).

Employee	• Vigour	Ordinal scale	Descriptive	Ferguson (2014)
Engagement	• Dedication		analysis	Schaufeli
	• Absorption		Inferential	(2017); Kouzes
			analysis	and Posner
				(2012).

2.6 Chapter Summary

This chapter presented the literature relating to leadership practices and employee engagement. The chapter begins with an understanding of the role of leadership in organizations. This is followed by a deeper understanding of the five practices of leadership as stipulated in Kouzes and Posner leadership model. It also highlights the leadership challenges experienced in the insurance industry and their effect on employee engagement. The chapter concludes by identifying the gap that the study sought to fill. The next chapter presented the research methodology that was used to collect data and answer the research questions.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presented the methodology that guided the research work, the population, the sampling techniques and data collection processes, and the analysis of the research data.

3.2 Research Design

The study employed a descriptive research design that was quantitative in nature. The study was descriptive in nature. The purpose of descriptive research is to gain an accurate profile of events, persons, or situations. Descriptive research questions are likely to begin or include the words 'What, Where, When or How' (Saunders et al., 2016). Quantitative research examines the relationship between variables which are measured numerically and analyzed using numerical and graphical techniques (Saunders et al., 2016). The data collection tool collected information using a likert scale, making it quantitative in nature. Descriptive research mostly uses the questionnaire as they allow the collection of standardized data from a sizeable population and allows ease of comparison (Saunders et al., 2016). This is in line with this study, where the research questions look at 'What.' This sought to describe the independent variables; modelling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart and how they identify with the dependent variable, employee engagement.

3.3 Population and Sampling

The population for this study was employees of the 53 insurance companies registered in Kenya. The unit of observation for this study was purposively drawn using this criterion; (1) Top insurance companies in Kenya in regards to premium market share.; (2) Insurance company that has its head office in Nairobi; Nairobi accounts for 80.67% of the written premium (IRA, 2018).; (3) Insurance company has been in operation for more than five years. This criteria was meant to ensure reliability of the information. According to IRA 2018 industry report, short-term/general business accounts for 60% of the gross written premium, while long-term business accounts for 40% of the written premium. The top ten companies in the short-term business account for 59.7% of the written premium. Three of the companies also form part of the five top companies in long-term business, accounting for 44.97% of the written premium (IRA, 2018). Based on this criterion, the following firms were selected.

Table 3.1 Top Insurance firms by market share

Insurance Provider	Market share (Short term business)
Jubilee Insurance	8.6
CIC Insurance	7.9
APA Insurance	7.5
UAP insurance	7.2
Britam Insurance	6.3
GA Insurance	4.7
Resolution Insurance	4.5
AAR Insurance	4.4
ICEA Lion	4.4
Heritage Insurance	4.2
Total	59.7

Source: IRA, 2018

3.3.1 Sampling Design

The process of sampling takes into account different issues and relies upon populace type, reason, multifaceted nature, time requirements, and past examination in the region (Kinyanjui, 2015). The study adopted a probability sampling where all employees in the selected firms had an equivalent chance to be considered for the study. According to IRA, 2012 top ten insurance companies had a total of 2,067 employees. The projection to 2018 would hence give a number slightly above 5,000 for the whole insurance industry. According to Israel, while doing research in social science, the following formula is useful in sampling designs for populations greater than 5,000 (Israel, 1992).

$$n = Z^2pq/d^2$$

Where:

n = the desired sample size

z = the normal standard deviation at the required confidence level

p = the proportion in the target population estimated to have characteristics measured

$$q = 1-p$$

d = the level of statistical significance set

This study sought to achieve a 95% confidence interval. Therefore;

$$\frac{(1.96)^2 (0.5) (0.5)}{(0.05)^2}$$

=385 Participants

In this case, 385 members should have been included in the study. The sample size from each of the firms in the sampling frame was determined in the same proportion they existed in the sampling frame. The sample size for each firm from the sampling frame was as below;

Table 3.2 Sample size by the firm

Insurance Provider	Sample representation (%)	Sample size
Jubilee Insurance	14.4	55
CIC Insurance	13.2	51
APA Insurance	12.6	48
UAP insurance	12.1	46
Britam Insurance	10.6	41
GA Insurance	7.9	30
Resolution Insurance	7.5	29
AAR Insurance	7.4	28
ICEA Insurance	7.4	28
Heritage Insurance	7.0	27
Total	100.0	385

Stratified random sampling was used in which certain subgroups were selected from the sample. This was in respect to their positions in the organization as follows; middle-level managers (supervisors and team leaders) and officers. The questionnaire focused on the Leadership practice Inventory (LPI) observer version, where the employees gave a perception of their leader's practices and concurrently measured their engagement using the Utrecht work engagement scale (UWES) tool. The LPI observer version and the UWES were combined into a single tool. The questionnaires were availed both in physical copies and online copies through the gatekeepers in

the organizations. They were then distributed equally using simple random sampling in the various available departments within the organization.

3.4 Data Collection Instruments

Data collection was done through self-administered questionnaires. Online questionnaires were given through the key contact people in the organizations; however, where essential physical surveys were disseminated. The questionnaire was designed to give a brief introduction of the study to the respondents. It covered the various variables identified for this study. The questionnaire had structured questions. The questionnaire was piloted prior to the actual study to check for any weaknesses.

The leadership practices inventory (LPI) was used to measure leadership practices in this study. LPI is conceptually based on the transformational leadership model of Kouzes and Posner. Initially, the reliability and validity of the inventory were carried out by Kouzes and Posner. On face validity, they indicated that individuals who completed the LPI found the tool to correspond with their beliefs on excellent leadership practices. The LPI has a reliability coefficient ranging from 0.75 to 0.87. Generally, reliability coefficients that are higher than 0.80 show that the tool is reliable (Uzoehina & Oguegbu, 2015).

Internal consistency rating for the five subscales was 0.79 for Model the way, 0.88 for Inspire a shared vision, 0.78 for Challenge the process, 0.87 for Enable others to act, and 0.80 for Encourage the heart. The high internal consistency makes it an appropriate and reliable tool for this study (Uzoehina & Oguegbu, 2015). LPI scores are also independent of demographic characteristics such as age, years of experience, or education level and contextual factors such as company size, functional area, length of service, or staff position. This is evidenced by studies across a variety of populations and settings (Posner, 2016). The application of LPI as a measurement tool is both efficient and practical. It is a strong measure based on its reliability and validity. Its psychometric properties, compounded with its global traits, indicate that it's a measure to be utilized to compare groups across countries with an unbiased scale (Zagorsk, 2004).

Though the LPI has been more widely used by practitioners than in empirical research, the multifactor leadership questionnaire (MLQ-X5), which is mostly used by researchers, and the LPI are highly correlated (Posner, 2016). LPI has become popular among practitioners and has been used widely by business organizations in different parts of the world for management development

purposes (Zagorsk, 2004). To measure engagement, the study used the Utrecht work engagement scale (UWES). UWES is a self-report questionnaire that constitutes aspects of engagement, which are vigor, dedication, and absorption (Schaufeli & Bakker, 2004).

Vigour is surveyed utilizing six things that allude to significant levels of vitality and flexibility, ability to contribute exertion, not being effectively exhausted, and being steady when confronting troubles. Those who score high on vigor have much energy, zest, and stamina. Dedication is evaluated utilizing five things that induce to inferring a feeling of importance from one's work, feeling eager, and being tested by their work. The individuals who score high on commitment firmly relate to their work, and they think that it is significant, motivating, and testing. They additionally feel pleased and excited about their work (Schaufeli & Bakker, 2004).

Absorption is measured using six items that look at being happily and totally immersed in one's work such that time passes quickly, and one forgets everything else that is around. One has difficulties detaching themselves from work. Those who score high on absorption feel happily engrossed in their work and have difficulties detaching themselves from it (Schaufeli & Bakker, 2004). The original UWES tool had twenty-four items. After psychometric evaluation with different samples of employees, seven items appeared unsound and were therefore eliminated, leaving the seventeen items. The psychometric results confirmed the factorial validity of the UWES as expected. The pattern of relationships was observed among samples from different countries hence confirming the cross-national validity of the three-factor solution (Schaufeli & Bakker, 2004).

The evaluation of the UWES tool showed cross-national invariance with samples across Spain, Netherlands, and Portugal (Schaufeli & Bakker, 2004). The verification of the UWES by Schaufeli and Bakker (2004) is relatively stable across time, and the tool showed good internal consistency. In all cases, values of Cronbach's α are equal to or exceed the critical value of .70.

3.5 Data Collection Procedures

The questionnaires were administered using a drop and pick procedure. This method gives the researcher the opportunity to engage the respondents and explain the study's particulars. A register was maintained, which was used to track the movement of the questionnaires that were administered to the respondents. Further, where it was not possible to utilize the drop and pick

method, the researcher employed an electronic data collection method through the use of Google forms which enhanced the convenience in the data collection process.

3.6 Research Quality

Central to the judgment of quality research in quantitative research in social sciences is reliability and validity. In this study, the questionnaire was pretested using employees who were excluded from the sample. This assisted with assessing the pertinence of the inquiries and the simplicity with which members can react to them. The pre-test sample is usually between 1% and 10%, depending on the sample size (Kinyanjui, 2015). The pre-test sample in this study was 2% of the total sample size, coming to 6-respondents.

3.6.1 Reliability Test of Research Instrument

Reliability refers to consistency. For a questionnaire to be valid, it must be reliable; however, that is not sufficient (Saunders *et al.*, 2016). The reliability of a tool is frequently measured using the test-retest method. It empowers the analyst to distinguish any ambiguities and any lacking items in the instrument: The device's unwavering quality is the reliability, consistency, or dependability of a test. The test-retest procedure is where the questionnaire is controlled to a gathering of people with comparable qualities as the real example (Kinyanjui, 2015).

Internal consistency includes corresponding reactions to inquiries in the survey with one another. It henceforth quantifies the consistency of reactions over a subgroup of the inquiries. Despite the fact that there is an assortment of techniques to gauge inside consistency, the most likely method used is Cronbach's alpha (Saunders *et al.*, 2016). Cronbach's alpha method was used in this study to measure the consistency of reactions to the arrangement of inquiries that are consolidated as a scale to quantify a specific idea (Saunders *et al.*, 2016).

The concepts in this study are the three elements of engagement; vigor, dedication and absorption, and the five practices of leadership; model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. Cronbach's alpha technique contains an alpha coefficient with a value between 0 and 1. Statistical software was used to calculate the alpha. Values of 0.7 or above indicate that the combined questions in the scale measure the same thing (Saunders *et al.*, 2016).

Table 3.3 Reliability Results

Construct	Cronbach's Alpha	N of Items
Leaders Model the Way	.815	6
Leaders Inspire a Shared Vision	.730	6
Leaders Challenge the Process	.728	6
Leaders Enable others to Act	.710	6
Leaders Encourage the Heart	.882	6
Vigor	.764	6
Dedication	.820	6
Absorption	.775	6

The interpretation of the results was based on the scale presented by Golafshani (2003), who provides the following rule of thumb: “>.9 Excellent, >.8 Good,>.7 Acceptable,>.6 Questionable,>.5 Unacceptable”. The study results above show that leaders model the way, leaders encourage the heart and dedication had an alpha score of .815, .882, and .820, which implies they were good. The research further pointed out that leaders inspire a shared vision, leaders challenge the process, leaders enable others to act, vigor, and absorption have an alpha score within 0.7, indicating they were acceptable for utilization in the main research.

3.6.2 Validity Test of Research Instrument

The first aspect of validity is measurement validity or internal validity. In relation to questionnaires, it refers to the ability of the questionnaire to measure what one intends to measure. It may refer to content validity, predictive validity, and construct validity. Content validity looks at the extent to which the questions in the questionnaire provide adequate coverage for the research questions. This can be through literature review and prior discussion with other people (Saunders *et al.*, 2016).

The usual procedure in assessing content validity is to use a professional or expert in a particular field. This helps to discover question content, sequence and improve the overall quality of the study (Kinyanjui, 2015). In this research, an extensive literature review on the variables and tool

used in similar research was done. Discussion with the research supervisor ensured adequate coverage of the research questions by the research tool.

Predictive validity looks at the ability of the questions used to make accurate predictions. In assessing predictive validity, one compares the data from the questionnaire with what is specified in some criteria. This is often achieved through statistical analysis (Saunders *et al.*, 2016). In this study, we were looking at the extent to which the questions in the tool actually predict leadership practices and employee engagement. This was done by comparing data collected from the questionnaire with the specified criterion from a literature review through statistical correlation analysis.

Construct validity refers to the extent to which a set of questions actually measures the construct you intended them to measure. It checks if the tool is constructed in a way that successfully tests what it claims to test. It is verified by comparing the tool to other tools that measure similar qualities to see how correlated the two measures are (Saunders *et al.*, 2016). The LPI tool used in this study has been compared to other leadership tools used by researchers. The LPI is highly correlated to the multifactor leadership questionnaire (MLQ-X5), which is mostly used by researchers (Posner, 2016).

3.7 Data Analysis and Presentation

The study was dominantly a quantitative one; hence statistical techniques adopted were quantitative in nature. The study ensured that the applied statistical techniques met the needs of the research to apply quantitative measures in determining the level of association between leadership practices and employee engagement. The study utilized descriptive statistics in presenting the tabulation of the research responses using percentages, frequencies, means, and standard deviation. The study further applied correlation analysis to determine the type of association between research variables. The research also employed regression analysis to predict the values of a dependent variable from one or more independent variables. Regression coefficients were applied to develop the relationship between the study variables. The regression equation was as follows;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$$

Where:

Y is the dependent variable (employee engagement)

α is the model intercept

β is the coefficient of independent variables

X is the independent variable (X1 – Model the way, X2 – Inspire a shared vision, X3 – Challenge the process, X4 – Enable others to act, X5 – Encourage the heart)

ε is the error term

3.8 Ethical Issues

Ethical issues are important throughout the research. It requires ethical integrity from the role of a researcher, organizational gatekeepers, and, where appropriate, research sponsors. In organizational research, one needs to find a middle ground between the organization's expectation of useful research and the researcher's right not to be coerced into researching a topic one is not interested in, or that does not satisfy the assessment requirements (Saunders *et al.*, 2016). During research design and access, the participants have a right to the absence of coercion by the researcher, gatekeeper, or sponsor. Participants and gatekeepers have a right to be fully informed, ask questions, right to give consent, right to privacy, and right to quality research. During data collection, the researcher should maintain objectivity and maintain informed consent. The participants have a right to withdraw and a right to confidentiality and anonymity (Saunders *et al.*, 2016).

The study sought ethical authorization from the Strathmore University Ethics Review Committee before undertaking the study. The research also obtained a research permit from the National Commission for Science Technology and Innovation. The participants were presented with a consent form which outlined that participation is on a voluntary basis, that they had a right to decline participation, that they were not identified by name in any of the research records, and that they had a right to ask any questions or reach the university for further clarification. Assurance was given to all participants on confidentiality and anonymity, and this was maintained throughout the research process. The research questions were designed to collect relevant information only and did not have any questions that are offensive or discriminatory in nature. All the research findings were disclosed in a factual manner that does not compromise the accuracy of the study.

CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

This chapter presents the various results derived from the analysis of the collected research data. The first section presents the general information on the participants of the research, the second section the descriptive analysis, and the fourth section presents correlation analysis, and the last section contains the regression results of the research.

4.2 General Information

The general section presents the response rate of the research and the demographic profile of the research participants.

4.2.1 Response Rate

The aim of the research was to collect responses from a sample of 385 participants drawn from large insurance firms. The study was able to obtain a 77% (n=298) response rate, while only 23% of the respondents were not able to take part in the research.

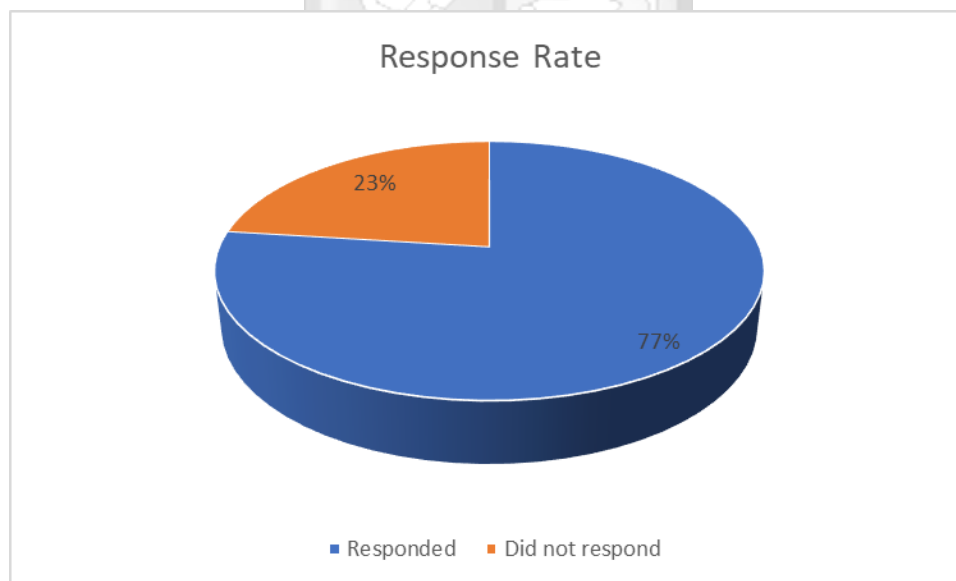


Figure 4.1 Response Rate

4.2.2 Gender of Respondents

The study reviewed the participant's gender distributions, and the results are presented in Table 4.1 below.

Table 4.1 Gender of Respondents

	Frequency	Percent
Male	115	38.6
Female	183	61.4
Total	298	100.0

The findings indicate that 61% (n=183) were female personnel in the insurance industry, while 39% (n=115) of the respondents were male staffers within the insurance industry.

4.2.3 Age of Respondents

The research examined the participant's age distribution, and the results show that most of the respondents, 38% were between 25-35 years, 35% were between 36-45 years, while only 1% of the participants were 65 years and over.

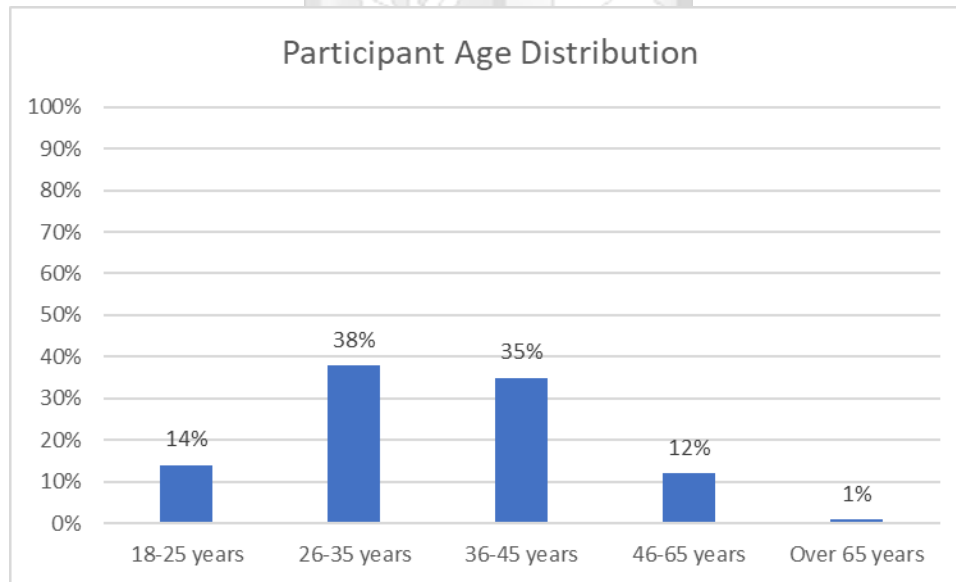


Figure 4.2 Age Distribution of Respondents

4.2.4 Department of Operations

The study analyzed the various department of operation among the participants, and the results are presented in Table 4.2 below.

Table 4.2 Respondents Operations Department

	Frequency	Percent
Sales/Marketing	68	22.8
IT	27	9.1
Human resource	68	22.8
Operations	65	21.8
Finance	25	8.4
Customer Service	45	15.1
Total	298	100.0

The findings indicate that most of the respondents, 23% (n=68), were working within the sales/marketing department, 23% were in the human resource departments, 15% were in the customer service department, while only 8% of the participants were from the finance department.

4.3 Descriptive Analysis

The study's aim was to review how various leadership practices influence the level of employee engagement. The participants were presented with various statements on the variables of the study and were asked to rank the statements based on a 5-point Likert scale. The responses were tabulated, and the analysis is presented using percentages, means, and standard deviation.

4.3.1 Leaders Model the Way

The study participants were presented with 6-various statements on how leaders model the way, and the responses are presented below. The response scale ranged from; The scale level ranges from 1 – 5; 5= *always (A)* 4= *often (O)* 3= *sometimes (SM)* 2= *rarely (R)* 1= *Never (N)*

Table 4.3 Leaders Model the Way

Statement	N	R	SM	O	A	Mean	Dev
Sets an example of what he/she expects of others	-	4%	18%	43%	35%	4.0738	.842
Spends time and energy making certain that the people he/she works with adhering to the principles and standards agreed on	-	4%	22%	43%	31%	3.9966	.839
Follows through on promises and commitments made	2%	9%	17%	35%	38%	3.9698	1.039
Asks for feedback on how his/her actions affect others people's performance	5%	14%	24%	35%	22%	3.5403	1.125
Builds consensus around a set of common values for running the organization	1%	8%	27%	33%	31%	3.8758	.968
Is clear about his/her philosophy of leadership	1%	8%	22%	36%	33%	3.9094	.996

The results indicate that participants were in agreement that leaders often set an example of what he/she expects of others as noted by a mean of 4.0748 and minimal deviation of .842. The findings showed agreement among respondents that often the leader follows through on promises and commitments made as denoted by the mean 3.9698. The results showed agreement that often leaders ask for feedback on how his/her actions affect other people's performance, as indicated by a mean of 3.5403 and a high deviation as indicated by 1.125.

4.3.2 Leaders Inspire a Shared Vision

The second study variable reviewed participants' responses on leaders inspire a shared vision, and the results are shown below. The response scale ranged from; The scale level ranges from 1 – 5; 5= always (A) 4= often (O) 3= sometimes (SM) 2= rarely (R) 1= Never (N).

Table 4.4 Leaders Inspire a Shared Vision

Statement	N	R	SM	O	A	Mean	Dev
Talks about future trends that will influence how work gets done	2%	5%	27%	48%	18%	3.7517	.868
Describes a compelling image of what our future could be like	1%	10%	27%	41%	21%	3.6980	.958
Appeals to others to share an exciting dream of the future	4%	11%	32%	40%	13%	3.4866	.985
Shows others how their long-term interests can be realized by sharing common vision	2%	10%	24%	43%	21%	3.7013	.996
Paints a big picture of what we aspire to accomplish	2%	8%	32%	41%	17%	3.6409	.915
Speaks with genuine conviction about the higher meaning and purpose of our work	1%	8%	31%	41%	19%	3.6779	.908

The findings showed respondents agreed that the leader often talks about future trends that will influence how work gets done, as shown by a mean of 3.7517 and a deviation of .868. The results indicate that often the leader shows others how their long-term interests can be realized by sharing a common vision as denoted by a mean of 3.7013 and a high deviation of .996. The study also indicates that leaders sometimes appeal to others to share an exciting dream of the future, as indicated by a mean of 3.4866 and a deviation of .985.

4.3.3 Leaders Challenge the Process

The third variable reviewed participants' responses to leaders challenge the process, and the results are shown below. The response scale ranged from; The scale level ranges from 1 – 5; 5= *always* (A) 4= *often* (O) 3= *sometimes* (SM) 2= *rarely* (R) 1= *Never* (N).

Table 4.5 Leaders Challenge the Process

Statement	N	R	SM	O	A	Mean	Dev
Seeks out challenging opportunities to test his/her skills and abilities	3%	9%	39%	32%	17%	3.5000	.979
Challenges people to try out new and innovative ways to do their work	2%	8%	30%	42%	18%	3.6477	.932
Searches outside formal boundaries of the organization for innovative ways to improve what we do	4%	12%	32%	35%	17%	3.5034	1.039
Asks “What can we learn?” when things don’t go as expected	3%	15%	28%	36%	18%	3.4899	1.058
Makes certain that the team sets achievable goals, makes concrete plans, establishes measurable milestones for the projects/programs that we work on	2%	8%	33%	35%	22%	3.6644	.982
Experiments and takes risks even when there is a chance of failure	8%	24%	24%	30%	14%	3.1846	1.182

The findings indicate that often the leaders challenge people to try out new and innovative ways to do their work, as noted by a mean of 3.6477. The findings showed that leaders often make certain that the team sets achievable goals, makes concrete plans, establishes measurable milestones for the projects/programs that we work on, as indicated by a mean of 3.6644. The results show that sometimes the leader experiments and takes risks even when there is a chance of failure, as shown by a mean of 3.1846 with a high deviation of 1.182. The study also showed that sometimes the leader asks, “What can we learn?” when things don’t go as expected, as indicated by a mean of 3.4899 and a high deviation in responses of 1.058.

4.3.4 Leaders Enable others to Act

The fourth study variable reviewed participants' responses on leaders enable others to act, and the results are shown below. The response scale ranged from; The scale level ranges from 1 – 5; 5= *always (A)* 4= *often (O)* 3= *sometimes (SM)* 2= *rarely (R)* 1= *Never (N)*.

Table 4.6 Leaders Enable others to Act

Statement	N	R	SM	O	A	Mean	Dev
Develops cooperative relationships among the people he/she works with	3%	4%	21%	46%	26%	3.8758	.951
Actively listens to diverse points of view	2%	7%	29%	32%	30%	3.8188	1.012
Treats others with dignity and respect	2%	6%	26%	34%	32%	3.8893	.990
Supports the decisions that people make on their own	3%	8%	39%	30%	20%	3.5470	1.005
Gives people a great deal of freedom and choice in deciding how to do their work	3%	16%	40%	24%	17%	3.3490	1.047
Ensures that people grow in their jobs by learning new skills and developing themselves	2%	6%	40%	31%	21%	3.6309	.931

The results show that leaders often treat others with dignity and respect, as shown by a mean of 3.8893 and a deviation of .990. The findings showed that leaders often develop cooperative relationships among the people he/she works with, as noted by a mean of 3.8758 and a deviation of .951. The study results indicate that sometimes leaders give people a great deal of freedom and choice in deciding how to do their work, as noted by a mean of 3.3490 and a high dispersion of 1.047.

4.3.5 Leaders Encourage the Heart

The fifth independent variable reviewed participants' responses to leaders encourage the heart, and the results are shown below. The response scale ranged from; The scale level ranges from 1 – 5; 5= *always (A)* 4= *often (O)* 3= *sometimes (SM)* 2= *rarely (R)* 1= *Never (N)*.

Table 4.7 Leaders Encourage the Heart

Statement	N	R	SM	O	A	Mean	Dev
Praises people for a job well done	2%	7%	19%	48%	24%	3.8557	.926
Makes it a point to let people know about his/her confidence in their abilities	4%	8%	31%	38%	19%	3.6174	1.002
Makes sure that people are creatively rewarded for their contributions to the success of the projects	3%	11%	36%	30%	20%	3.5000	1.036
Publicly recognizes people who exemplify commitment to the shared values	1%	12%	36%	34%	17%	3.5436	.949
Finds ways to celebrate accomplishments	2%	9%	39%	35%	15%	3.5336	.918
Gives the members of the team lots of appreciation and support for their contribution	2%	5%	38%	36%	19%	3.6342	.912

The results demonstrated that leaders often praise people for a job well done, as indicated by the mean level of 3.8857 and moderate variation of .926. Findings showed that leaders often give the members of the team lots of appreciation and support for their contribution, as noted by a mean of 3.6342 and deviation of .912. The results also showed that leaders often make sure that people are creatively rewarded for their contributions to the success of the projects, as denoted by a mean of 3.500 and a high variation of 1.036.

4.3.6 Employee Engagement

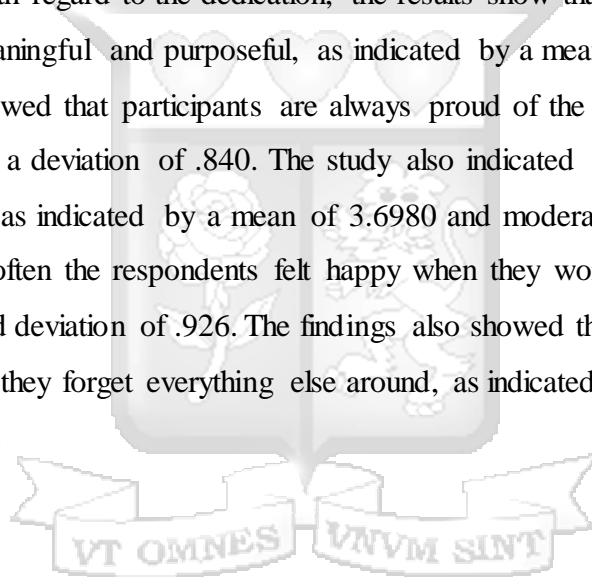
The dependent variable for the study was the level of employee engagement. The respondents were presented with six statements for the constructs; vigor, dedication, and absorption. The scale level ranges from 1 – 5; 5= *always (A)* 4= *often (O)* 3= *sometimes (SM)* 2= *rarely (R)* 1= *Never (N)*.

Table 4.8 Employee Engagement

Statement	N	R	SM	O	A	Mean	Dev
Vigour							
At my work I feel like bursting with energy	1%	8%	36%	42%	13%	3.6007	.848
At my job I feel strong and vigorous	1%	7%	35%	40%	17%	3.6577	.878
When I get up in the morning, I feel like going to work	1%	10%	36%	36%	17%	3.5738	.901
I can continue to work for long periods of time	1%	9%	34%	37%	19%	3.6376	.929
At my job, I am mentally resilient	-	8%	26%	38%	28%	3.8725	.909
At my job, I always persevere even when things do not go well	1%	5%	32%	39%	23%	3.7919	.878
Dedication							
I find the work that I do meaningful and purposeful	-	2%	19%	45%	34%	4.1040	.774
I am enthusiastic about my job	-	1%	25%	41%	33%	4.0839	.780
My job inspires me	-	3%	27%	38%	32%	3.9899	.843
I am proud of the work that I do	-	3%	21%	37%	39%	4.1208	.840
My work is challenging enough	1%	9%	27%	39%	24%	3.7450	.969
Absorption							
Time flies when I am at work	6%	7%	34%	34%	19%	3.5067	1.074
When I work, I forget everything else around me	9%	20%	30%	25%	16%	3.1879	1.188
I feel happy when I work intensively	2%	7%	39%	35%	17%	3.5738	.926

I am immersed in my work	1%	10%	28%	41%	20%	3.6980	.926
I get carried away when I work	3%	24%	32%	27%	14%	3.2383	1.070
It is difficult to detach myself from my job	3%	9%	42%	30%	16%	3.4631	.971

Concerning vigor, the study respondents indicated that often at the job, I'm always mentally resilient, as indicated by a mean of 3.8725. The responses also showed that often at my job always persevere even when things do not go well, as shown by a mean of 3.7919. The study results also indicate that often at the job, respondents feel strong and vigorous, as noted by a mean of 3.6577 and deviation of .878. With regard to the dedication, the results show that participants always find the work that they do meaningful and purposeful, as indicated by a mean of 4.1040 and deviation of .774. The findings showed that participants are always proud of the work they do, as denoted by a mean of 4.1208 and a deviation of .840. The study also indicated that often participants are immersed in their work, as indicated by a mean of 3.6980 and moderate deviation of .926. The results also showed that often the respondents felt happy when they work intensively, as denoted by the mean of 3.5738 and deviation of .926. The findings also showed that participants sometimes felt that when they work, they forget everything else around, as indicated by a mean of 3.1879 and a high deviation of 1.188.



4.4 Correlation Analysis

The study applied a Spearman correlation analysis to determine the type of association between the independent and dependent variables of the study.

Table 4.9 Correlation Matrix

			Leaders Model	Leaders Inspire	Leaders Challenge	Leaders Enable	Leaders Encourage	Vigour	Dedication	Absorption
Spearman's rho	Leaders Model	Correlation Coefficient	1.000							
	Leaders Inspire	Correlation Coefficient	.509**	1.000						
	Leaders Challenge	Correlation Coefficient	.385**	.568**	1.000					
	Leaders Enable	Correlation Coefficient	.557**	.503**	.570**	1.000				
	Leaders Encourage	Correlation Coefficient	.459**	.544**	.479**	.569**	1.000			
	Vigour	Correlation Coefficient	.463**	.342**	.345**	.420**	.641**	1.000		
	Dedication	Correlation Coefficient	.391**	.261**	.231**	.304**	.382**	.475**	1.000	
	Absorption	Correlation Coefficient	.223**	.330**	.336**	.242**	.345**	.409**	.323**	1.000

** . Correlation is significant at the 0.01 level (2-tailed).

The results indicate there is a positive and significant association between leaders' model the way and vigor ($Rh = .463, Sig = .000 < .05$), leaders' model the way and dedication ($Rh = .391, Sig = .000 < .05$) and a weak positive effect of leader's model on absorption ($Rh = .223, Sig = .000 < .05$).

The findings show there is a weak positive and significant association between leaders inspire a shared vision and vigor ($Rh = .342, Sig = .000 < .05$), leaders inspire a shared vision and dedication ($Rh = .261, Sig = .000 < .05$) and leaders inspire a shared vision and absorption ($Rh = .330, Sig = .000 < .05$).

The study results indicate there is a weak positive and significant association between leader's challenge the process and vigor ($Rh = .345, Sig = .000 < .05$), leader's challenge the process and dedication ($Rh = .231, Sig = .000 < .05$) and leader's challenge the process and absorption ($Rh = .336, Sig = .000 < .05$).

The findings show there is a strong positive and significant association between leader's enable others to act and vigor ($Rh = .420, Sig = .000 < .05$), weak positive effect of leader's enable others to act and dedication ($Rh = .304, Sig = .000 < .05$) and leader's enable others to act and absorption ($Rh = .242, Sig = .000 < .05$).

The findings show there is a strong positive and significant association between leader's encourage the heart and vigor ($Rh = .641, Sig = .000 < .05$), weak positive effect of leader's encourage the heart and dedication ($Rh = .382, Sig = .000 < .05$) and leaders encourage the heart and absorption ($Rh = .345, Sig = .000 < .05$).

4.5 Regression Analysis

4.5.1 Effect of Leaders Model the Way on Employee Engagement

The study conducted linear regression to examine the influence of leaders model the way on vigor, dedication, and absorption. The findings are presented below.

4.5.1.1 Regression between Leaders Model the Way and Vigor

The study examined the relationship between leaders model the way and vigor within insurance firms.

Table 4.10 Regression Results for Leaders Model the Way and Vigor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 ^a	.253	.250	3.26258

a. Predictors: (Constant), Leaders Model the Way

The findings above indicate a coefficient of ($R^2 = .253$). The results show that leaders model the way predicts 25.3% of the changes in employee vigor within insurance firms.

Table 4.11 ANOVA results for Leaders Model the Way and Vigor

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1065.887	1	1065.887	100.136	.000 ^b
	Residual	3150.744	296	10.644		
	Total	4216.631	297			

a. Dependent Variable: Vigor

b. Predictors: (Constant), Leaders Model the Way

The analysis output yielded $f\text{-calculated} = 100.136 > F\text{-}(critical\ f; 1.162)$ and $Sig\text{-value} = .000 < .05$. This showed that there is a positive and significant relationship between leaders model the way and vigor in the insurance industry in Kenya.

Table 4.12 Regression Coefficient for Leaders Model the Way and Vigor

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.772	1.053		11.183	.000
Leaders Model the Way	.443	.044	.503	10.007	.000

a. Dependent Variable: Vigor

The coefficient for leaders models the way (.443) was statistically significant ($Sig = .000 < .05$), which implies that a change in leaders model the way will result in a .443 change in the vigor among employees in the insurance industry.

4.5.1.2 Regression between Leaders Model the Way and Dedication

The study examined the relationship between leaders model the way and dedication within insurance firms.

Table 4.13 Regression Results for Leaders Model the Way and Dedication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.390 ^a	.152	.150	2.85496

a. Predictors: (Constant), Leaders Model the Way

The regression results show a coefficient of ($R^2 = .152$). The results show that leaders model the way predicts 15.2% of the changes in employee dedication within insurance firms.

Table 4.14 ANOVA results for Leaders Model the Way and Dedication

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	433.804	1	433.804	53.222	.000 ^b
Residual	2412.629	296	8.151		
Total	2846.433	297			

a. Dependent Variable: Dedication

b. Predictors: (Constant), Leaders Model the Way

The findings show a f -calculated = 53.222 > F - (critical f ; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leaders model the way and dedication in the insurance industry in Kenya.

Table 4.15 Regression Coefficient for Leaders Model the Way and Dedication

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.433	.921		14.583	.000
Leaders Model the Way	.283	.039	.390	7.295	.000

a. Dependent Variable: Dedication

The regression results showed that the leader's model the way coefficient was (.283) was statistically significant (Sig = .000<.05), which implies that a change in the leader's model the way will result in a .283 change in the dedication among employees in the insurance industry.

4.5.1.3 Regression between Leaders Model the Way and Absorption

The study examined the relationship between leaders model the way and absorption within insurance firms.

Table 4.16 Regression Results for Leaders Model the Way and Absorption

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.234 ^a	.055	.052	4.15485

a. Predictors: (Constant), Leaders Model the Way

The regression results show a coefficient of ($R^2 = .055$). The results show that leaders model the way predicts 5.5% of the changes in employee absorption within insurance firms.

Table 4.17 ANOVA results for Leaders Model the Way and Absorption

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	296.325	1	296.325	17.166	.000 ^b
	Residual	5109.786	296	17.263		
	Total	5406.111	297			

a. Dependent Variable: Absorption

b. Predictors: (Constant), Leaders Model the Way

The results indicate $f\text{-calculated} = 17.166 > F\text{- (critical } f; 1.162)$ and $\text{Sig-value} = .000 < .05$. This showed that there is a positive and significant relationship between leaders model the way and absorption in the insurance industry in Kenya.

Table 4.18 Regression Coefficients for Leaders Model the Way and Absorption

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.204	1.341		11.341	.000
Leaders Model the Way	.234	.056	.234	4.143	.000

a. Dependent Variable: Absorption

The regression results showed that the leaders model of the way coefficient (.234) was statistically significant ($Sig = .000 < .05$), which implies that a unit change in leaders model the way will result in a .234 change in the dedication among employees in the insurance industry.

4.5.2 Effect of Leaders Inspire a Shared Vision on Employee Engagement

The study conducted linear regression to examine the influence of leaders who inspire a shared vision on vigor, dedication, and absorption. The findings are presented below.

4.5.2.1 Regression between Leaders Inspire a Shared Vision and Vigor

The study examined the relationship between leaders inspire a shared vision and vigor within insurance firms.

Table 4.19 Regression Results for Leaders Inspire a Shared Vision and Vigor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405 ^a	.164	.161	3.45144

a. Predictors: (Constant), Leaders Inspire A Shared Vision

The findings above indicate a coefficient of ($R^2 = .164$). The results show that leaders inspire a shared vision predicts 16.4% of the changes in employee vigor within insurance firms.

Table 4.20 ANOVA Results Leaders Inspire a Shared Vision and Vigor

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	690.558	1	690.558	57.970	.000 ^b
	Residual	3526.073	296	11.912		
	Total	4216.631	297			

- a. Dependent Variable: Vigor
- b. Predictors: (Constant), Leaders Inspire A Shared Vision

The ANOVA findings show a $f\text{-calculated} = 57.970 > F\text{-critical } f; 1.162$ and $\text{Sig-value} = .000 < .05$. This showed that there is a positive and significant relationship between leaders who inspire a shared vision and vigor in the insurance industry in Kenya.

Table 4.21 Regression Coefficients for Leaders Inspire a Shared Vision and Vigor

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.240	1.056		13.487	.000
Leaders Inspire A Shared Vision	.360	.047	.405	7.614	.000

- a. Dependent Variable: Vigor

The regression coefficient for leaders who inspire a shared vision was statistically significant (.234; $.000 < .05$), which implies that a unit change in leaders inspire a shared vision will result in a .360 change in the vigor among employees in the insurance industry.

4.5.2.2 Regression between Leaders Inspire a Shared Vision and Dedication

The study examined the relationship between leaders inspire a shared vision and dedication within insurance firms.

Table 4.23 Regression Results for Leaders Inspire a Shared Vision and Dedication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276 ^a	.076	.073	2.98051

- a. Predictors: (Constant), Leaders Inspire A Shared Vision

The results show a coefficient of determination ($R^2 = .076$). The results show that leaders inspire a shared vision predicts 7.6% of the changes in employee dedication within insurance firms.

Table 4.24 ANOVA Results for Leaders Inspire a Shared Vision and Dedication

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	216.942	1	216.942	24.421	.000 ^b
	Residual	2629.491	296	8.883		
	Total	2846.433	297			

a. Dependent Variable: Dedication

b. Predictors: (Constant), Leaders Inspire A Shared Vision

The ANOVA findings show a f -calculated = 24.421 > F - (critical f ; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leaders who inspire a shared vision and dedication in the insurance industry in Kenya.

Table 4.25 Regression Coefficients for Leaders Inspire a Shared Vision and Dedication

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.619	.912		17.130	.000
Leaders Inspire A Shared Vision	.202	.041	.276	4.942	.000

a. Dependent Variable: Dedication

The regression coefficient for leaders who inspire a shared vision was statistically significant (.202; .000 < .05), which implies that a unit change in leaders inspire a shared vision will result in a .202 change in the dedication among employees in the insurance industry.

4.5.2.3 Regression between Leaders Inspire a Shared Vision and Absorption

The study examined the relationship between leaders inspire a shared vision and absorption within insurance firms.

Table 4.26 Regression Results for Leaders Inspire a Shared Vision and Absorption

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.324 ^a	.105	.102	4.04325

a. Predictors: (Constant), Leaders Inspire A Shared Vision

The regression analysis showed a coefficient of determination ($R^2 = .105$). The results show that leaders who inspire a shared vision predict 10.5% of the changes in employee absorption within insurance firms.

Table 4.27 ANOVA Results for Leaders Inspire a Shared Vision and Absorption

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	567.152	1	567.152	34.693	.000 ^b
	Residual	4838.959	296	16.348		
	Total	5406.111	297			

a. Dependent Variable: Absorption

b. Predictors: (Constant), Leaders Inspire A Shared Vision

The results demonstrated a f -calculated = 34.693 > F - (critical f ; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leaders inspire a shared vision and absorption in the insurance industry in Kenya.

Table 4.28 Regression Coefficients for Leaders Inspire a Shared Vision and Absorption

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.514	1.237		10.925	.000
Leaders Inspire A Shared Vision	.326	.055	.324	5.890	.000

a. Dependent Variable: Absorption

The regression coefficient for leaders who inspire a shared vision was statistically significant (.326; .000 < .05), which implies that a unit change in leaders who inspire a shared vision will result in a .326 change in the absorption among employees in the insurance industry.

4.5.3 Effect of Leaders Challenge the Process on Employee Engagement

The study conducted linear regression to examine the influence of leaders challenge the process on vigor, dedication, and absorption. The findings are presented below.

4.5.3.1 Regression between Leaders Challenge the Process and Vigor

The study examined the relationship between leaders inspire a shared vision and vigor within insurance firms.

Table 4.29 Regression Results for Leaders Challenge the Process and Vigor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410 ^a	.168	.165	3.44294

a. Predictors: (Constant), Leaders Challenge the Process

The findings above indicate a coefficient of ($R^2 = .168$). The results show that leaders challenge the process to determine 16.8% of the changes in employee vigor within insurance firms.

Table 4.30 ANOVA Results for Leaders Challenge the Process and Vigor

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	707.890	1	707.890	59.718	.000 ^b
	Residual	3508.741	296	11.854		
	Total	4216.631	297			

a. Dependent Variable: Vigor

b. Predictors: (Constant), Leaders Challenge the Process

The ANOVA analysis yielded a f -calculated = 59.718 > F - (critical f ; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leaders challenge the process and vigor in the insurance industry in Kenya.

Table 4.31 Regression Coefficient for Leaders Challenge the Process and Vigor

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.856	.963		15.430	.000
Leaders Challenge the Process	.347	.045	.410	7.728	.000

a. Dependent Variable: Vigor

The regression coefficient for leaders who challenge the process was statistically significant (.347; .000 < .05), which implies that a unit change in leaders challenge the process will result in a .347 change in the vigor among employees in the insurance industry.

4.5.3.2 Regression between Leaders Challenge the Process and Dedication

The study examined the relationship between leaders inspire a shared vision and dedication within insurance firms.

Table 4.32 Regression Results for Leaders Challenge the Process and Dedication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.240 ^a	.057	.054	3.01063

a. Predictors: (Constant), Leaders Challenge the Process

The results show a coefficient of determination ($R^2 = .057$). The results show that leaders who challenge the process predict 5.7% of the changes in employee dedication within insurance firms.

Table 4.33 ANOVA Results for Leaders Challenge the Process and Dedication

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.517	1	163.517	18.040	.000 ^b
	Residual	2682.916	296	9.064		
	Total	2846.433	297			

a. Dependent Variable: Dedication

b. Predictors: (Constant), Leaders Challenge the Process

The study results indicated a f -calculated = 18.040 > F - (critical f ; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leaders who challenge the process and dedication in the insurance industry in Kenya.

Table 4.34 Regression Coefficients for Leaders Challenge the Process and Dedication

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.545	.842		19.653	.000
Leaders Challenge the Process	.167	.039	.240	4.247	.000

a. Dependent Variable: Dedication

The analysis yielded a regression coefficient for leaders challenge the process, which was statistically significant (.167; .000<.05), which implies that a unit change in leaders challenge the process will result in a .167 change in the dedication among employees in the insurance industry.

4.5.3.3 Regression between Leaders Challenge the Process and Absorption

The study examined the relationship between leaders inspire a shared vision and absorption within insurance firms.

Table 4.35 Regression Results for Leaders Challenge the Process and Absorption

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.300 ^a	.090	.087	4.07712

a. Predictors: (Constant), Leaders Challenge the Process

The results show a coefficient of determination ($R^2 = .090$). The results show that leaders challenge the process predicts 9% of the changes in employee absorption within insurance firms.

Table 4.36 ANOVA Results for Leaders Challenge the Process and Absorption

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	485.732	1	485.732	29.221	.000 ^b
	Residual	4920.378	296	16.623		
	Total	5406.111	297			

a. Dependent Variable: Absorption

b. Predictors: (Constant), Leaders Challenge the Process

The analysis yielded a f-calculated = 29.221 > F- (critical f; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leaders challenge the process and absorption in the insurance industry in Kenya.

Table 4.37 Regression Coefficients for Leaders Challenge the Process and Absorption

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.639	1.140		12.840	.000
Leaders Challenge the Process	.287	.053	.300	5.406	.000

a. Dependent Variable: Absorption

The regression coefficient for leaders challenge the process was statistically significant (.287; .000<.05), which implies that a unit change in leaders challenge the process will result in a .287 change in the absorption among employees in the insurance industry.

4.5.4 Effect of Leaders Enable Others to Act on Employee Engagement

The study conducted linear regression to examine the influence of leaders to enable others to act on vigor, dedication and absorption. The findings are presented below.

4.5.4.1 Regression between Leaders Enable Others to Act on Vigor

The study sought to determine the relationship between leaders enable others to act and vigor within insurance firms.

Table 4.38 Regression Results for Leaders Enable Others to Act and Vigor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.455 ^a	.207	.204	3.36117

a. Predictors: (Constant), Leaders Enable Others to Act

The results above show the regression analysis yielded a coefficient of determination ($R^2 = .207$) which shows that 20.7% of the changes in the vigor among employees can be predicted by the leaders enabling others to act.

Table 4.39 ANOVA results for Leaders Enable Others to Act and Vigor

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	872.589	1	872.589	77.238	.000 ^b
	Residual	3344.042	296	11.297		
	Total	4216.631	297			

a. Dependent Variable: Vigor

b. Predictors: (Constant), Leaders Enable Others to Act

The study examined the statistical significance of the regression analysis, and the results show a F-calculated = 77.238 with a Sig = .000<.05. This signified that there was a positive and statistically significant relationship between leaders enable others to act and vigor.

Table 4.40 Regression Coefficients for Leaders Enable Others to Act and Vigor

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.820	.966		14.309	.000
Leaders Enable Others to Act	.376	.043	.455	8.789	.000

a. Dependent Variable: Vigor

The study yielded a regression coefficient (.376) which was statistically significant (Sig = .000<.05), which showed that changing by one unit the level of leaders enable others to act will lead to a 0.376 change in the level of employee vigor.

4.5.4.2 Regression between Leaders Enable Others to Act on Dedication

The study sought to determine the relationship between leaders enable others to act and dedication within insurance firms.

Table 4.41 Regression Results for Leaders Enable Others to Act and Dedication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.301 ^a	.091	.088	2.95697

a. Predictors: (Constant), Leaders Enable Others to Act

The findings above revealed a coefficient of determination ($R^2 = .091$) which shows that 9.1% of the changes in the dedication among employees can be predicted by the leaders enabling others to act.

Table 4.42 ANOVA Results for Leaders Enable Others to Act and Dedication

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	258.300	1	258.300	29.541	.000 ^b
	Residual	2588.133	296	8.744		
	Total	2846.433	297			

a. Dependent Variable: Dedication

b. Predictors: (Constant), Leaders Enable Others to Act

The research further analyzed the statistical significance of the regression results, and findings show a F-calculated = 29.541 with a Sig = .000 < .05. This signified that there was a positive and statistically significant relationship between leaders enable others to act and dedication.

Table 4.43 Regression Coefficients for Leaders Enable Others to Act and Dedication

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.520	.850		18.265	.000
Leaders Enable Others to Act	.205	.038	.301	5.435	.000

a. Dependent Variable: Dedication

The analysis yielded a regression coefficient (.205) which was statistically significant (Sig = .000<.05), which showed that changing by one unit the level of leaders enable others to act will lead to a 0.205 change in the level of employee dedication.

4.5.4.3 Regression between Leaders Enable Others to Act on Absorption

The study sought to determine the relationship between leaders enable others to act and absorption within insurance firms.

Table 4.44 Regression Results for Leaders Enable Others to Act on Absorption

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.244 ^a	.060	.057	4.14397

a. Predictors: (Constant), Leaders Enable Others to Act

The regression analysis resulted in a coefficient of determination ($R^2 = .060$) which shows that 6% of the changes in the absorption among employees can be predicted by the leaders enabling others to act.

Table 4.45 ANOVA Results for Leaders Enable Others to Act on Absorption

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	323.048	1	323.048	18.812	.000 ^b
	Residual	5083.063	296	17.173		
	Total	5406.111	297			

a. Dependent Variable: Absorption

b. Predictors: (Constant), Leaders Enable Others to Act

The analysis yielded a f-calculated = 18.812 > F- (critical f; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leaders enable others to act and absorption in the insurance industry in Kenya.

Table 4.46 Regression Coefficients for Leaders Enable Others to Act on Absorption

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.609	1.191		13.108	.000
Leaders Enable Others to Act	.229	.053	.244	4.337	.000

a. Dependent Variable: Absorption

The analysis yielded a regression coefficient (.229) which was statistically significant (Sig = .000<.05), which showed that changing by one unit the level of leaders enable others to act will lead to a 0.229 change in the level of employee absorption.

4.5.5 Effect of Leaders Encourage the Heart on Employee Engagement

The study conducted linear regression to examine the influence of leaders encourage the heart on vigor, dedication and absorption. The findings are presented below.

4.5.5.1 Regression between Leaders Encourage the Heart and Vigor

The study sought to determine the relationship between leaders encourage the heart and vigor within insurance firms.

Table 4.47 Regression Results for Leaders Encourage the Heart and Vigor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.430	.428	2.84936

a. Predictors: (Constant), Leaders Encourage the Heart

The findings above indicate a coefficient of ($R^2 = .430$). The results show that leaders encourage the heart predicts 43% of the changes in employee vigor within insurance firms.

Table 4.48 ANOVA Results for Leaders Encourage the Heart and Vigor

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1813.444	1	1813.444	223.362	.000 ^b
	Residual	2403.187	296	8.119		
	Total	4216.631	297			

a. Dependent Variable: Vigor

b. Predictors: (Constant), Leaders Encourage the Heart

The analysis yielded a f -calculated = 223.362 > F - (critical f ; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leaders encourage the heart and vigor in the insurance industry in Kenya.

Table 4.49 Regression Coefficients Leaders Encourage the Heart and Vigor

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.133	.820		12.360	.000
Leaders Encourage the Heart	.553	.037	.656	14.945	.000

a. Dependent Variable: Vigor

The analysis yielded a regression coefficient (.553) which was statistically significant (Sig = .000 < .05), which showed that changing by one unit the level of leaders encourages the heart will lead to a 0.553 change in the level of employee vigor.

4.5.5.2 Regression between Leaders Encourage the Heart and Dedication

The study sought to determine the relationship between leaders encourage the heart and dedication within employees in Kenyan insurance firms.

Table 4.50 Regression Results for Leaders Encourage the Heart and Dedication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361 ^a	.130	.127	2.89215

a. Predictors: (Constant), Leaders Encourage the Heart

The findings above revealed a coefficient of determination ($R^2 = .130$) which shows that 13% of the changes in the dedication among employees can be predicted by the leaders encourage the heart.

Table 4.51 ANOVA Results for Leaders Encourage the Heart and Dedication

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	370.529	1	370.529	44.298	.000 ^b
	Residual	2475.904	296	8.365		
	Total	2846.433	297			

a. Dependent Variable: Dedication

b. Predictors: (Constant), Leaders Encourage the Heart

The study examined the statistical significance of the regression analysis, and the results show a F-calculated = 44.298 with a Sig = .000<.05. This signified that there was a positive and statistically significant relationship between leaders encourage the heart and dedication.

Table 4.52 Regression Coefficients for Leaders Encourage the Heart and Dedication

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.619	.832		17.568	.000
	Leaders Encourage the Heart	.250	.038	.361	6.656	.000

a. Dependent Variable: Dedication

The analysis yielded a regression coefficient (.250) which was statistically significant (Sig = .000<.05), which showed that changing by one unit the level of leaders encourages the heart will lead to a 0.250 change in the level of employee dedication.

4.5.5.3 Regression between Leaders Encourage the Heart and Absorption

The study sought to determine the relationship between leaders encourage the heart and absorption within employees in Kenyan insurance firms.

Table 4.53 Regression Results for Leaders Encourage the Heart and Absorption

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320 ^a	.102	.099	4.04906

a. Predictors: (Constant), Leaders Encourage the Heart

The results show a coefficient of determination ($R^2 = .102$). The results show that leaders encourage the heart predicts 10.2% of the changes in employee absorption within insurance firms.

Table 4.54 ANOVA Results for Leaders Encourage the Heart and Absorption

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	553.223	1	553.223	33.744	.000 ^b
	Residual	4852.888	296	16.395		
	Total	5406.111	297			

a. Dependent Variable: Absorption

b. Predictors: (Constant), Leaders Encourage the Heart

The analysis yielded a f-calculated = 33.744 > F- (critical f; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leaders encourage the heart and absorption in the insurance industry in Kenya.

Table 4.55 Regression Coefficients for Leaders Encourage the Heart and Absorption

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.039	1.165		12.051	.000
	Leaders Encourage the Heart	.306	.053	.320	5.809	.000

a. Dependent Variable: Absorption

The findings indicate a regression coefficient (.306) which was statistically significant (Sig = .000 < .05), which showed that changing by one unit the level of leaders encourages the heart will lead to a 0.306 change in the level of employee absorption.

4.6 Regression Summary for Leadership Practices and Employee Engagement

The main objective of the study was to determine the influence of leadership practices on employee engagement within the Kenyan Insurance industry. The study adopted a multiple linear regression to determine the magnitude of the influence, and the results are shown below.

Table 4.56 Regression between Leadership Practices and Employee Engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.608 ^a	.370	.359	6.94490	1.608

a. Predictors: (Constant), Leaders Encourage, Leaders Inspire, Leaders Model, Leaders Challenge, Leaders Enable

b. Dependent Variable: Employee Engagement

The study results indicate a regression coefficient of determination $R^2 = .370$. This implied that 37% of the changes in the level of employee engagement in the insurance industry are determined by leadership practices.

Table 4.57 ANOVA for Leadership Practices and Employee Engagement

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8257.278	5	1651.456	34.240	.000 ^b
	Residual	14083.622	292	48.232		
	Total	22340.899	297			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Leaders Encourage the heart, Leaders Inspire a shared vision, Leaders Model the way, Leaders Challenge the process, Leaders Enable others to act.

The study conducted ANOVA analysis to determine the statistical significance of the regression model. The results indicate an f -calculated = 34.240 > F - (critical f ; 1.162) and Sig-value = .000 < .05. This showed that there is a positive and significant relationship between leadership practices and employee engagement in the insurance industry in Kenya.

Table 4.58 Regression Coefficients for Leadership Practices and Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	32.07	2.555		12.553	.000
Leaders Model the Way	.415	.129	.205	3.218	.001
Leaders Inspire a Shared Vision	.172	.139	.084	2.243	.003
Leaders Challenge the Process	.095	.141	.049	.673	.501
Leaders Enable Others to Act	-.117	.142	-.062	-.826	.409
Leaders Encourage the Heart	.825	.132	.425	6.251	.000

a. Dependent Variable: Employee Engagement

The findings indicate a coefficient of leaders model the way as (B=.415) is statistically significant $.001 < .05$. This indicates that a change in one unit in the leaders model way will result in a .415 change in the level of employee engagement. The findings are supported by Bono and Judge (2013), who revealed that modeling behavior exhibited by leaders was critical to fostering employee work performance. The study results show the coefficient of leaders who inspire a shared vision (B=.172) was statistically significant ($p = .003 < .05$). This implies that a change in one unit in leaders inspire a shared vision will yield a .172 change in the level of employee engagement. Schaufeli (2017) also observed that having a shared vision within the firm can spur inspiration among followers and stimulate engagement to the firm. The research indicates a coefficient of leader's challenge the process (.095) was not statistically significant $.501 > .05$. The findings of the study indicated a coefficient of leaders enable others to act (-.117) was not statistically significant $.409 > .05$. The results are inconsistent with Kouzes and Posner (2012), who found out that effective leaders do stimulate determination and expectations within the workplace by enabling others to act and challenging the process. The findings indicate a coefficient of leaders encourage the heart (B = .825) is statistically significant ($p = .000 < .05$). This indicates that a change in one unit in leaders encourage the heart will yield a .825 change in the level of employee engagement. Johnson.

et al. (2015) revealed that recognition and stimulating employees' emotions could help stimulate better employee performance.



CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings and conclusions that were drawn from the study. The summary, conclusions, and recommendations are presented in line with the objectives of the study. The chapter also presents suggestions for further research.

5.2 Discussion of Findings

The section below discusses the findings of this research and links them to the literature.

5.2.1 Leaders Model the way

The study findings indicate that there is a positive and significant association between leaders modeling the way and employee engagement. These were consistent with Bono and Judge (2013), who found that leadership behavior was positively related to followers' job performance. These findings were further supported by Nemanich and Keller (2007), who also concluded that leadership behaviors had a significantly positive relationship with follower performance and ultimately achieving the organization's goal. Piccolo and Colquitt (2006) showed that leaders could support better task performance, follower job satisfaction, follower satisfaction, follower motivation, job performance, group performance, and leader effectiveness.

The study findings also established that participants strongly believe that their leader sets an example of what he expects of others. The findings are in line with Johnson *et al.* (2015), who indicated that Leaders who are effective develop a set of clear values for people to follow, build loyalty, and set an example for others to follow through their actions. The study also found out that these leaders spend time and energy making certain that the employees adhere to the principles and standards agreed on. According to participants in the study, their leaders follow through on promises and commitments made. This is in line with a study by Riazet (2010), which determined that employees' performance is significantly affected by employee's ability and motivation. In addition, findings show that leaders ask for feedback on how their actions affect other people's performance. The study findings also indicated that the participants' leaders build consensus around a set of common values for running the organization. The study findings revealed that the leader is clear about his/her philosophy of leadership.

5.2.2 Leaders Inspire a Shared Vision

The study findings indicate that there is a positive and significant influence of leaders who inspire a shared vision and employee engagement. These study findings were in line with Omary, Khasawneh & Tineh (2009), who determined that to bring people together in an organization and foster commitment, leaders need to inspire a shared vision. The study findings indicate that the leaders talk about future trends that will influence how work gets done. The leaders also describe a compelling image of what the future could be like. This is supported by (CSPL, 2016) who claims a leader needs to create unity of purpose by showing the people how the organization's dream promotes the common good and makes his own enthusiasm transferred to the various followers.

According to the participants in the study, their leaders often appeal to others by sharing an exciting dream of the future. The study findings are supported by Schaufeli (2017), whose study showed that a leader's belief in the vision ignites inspiration among the followers hence influencing dedication as a component of employee engagement. Their leaders also show others how their long-term interests can be realized by sharing a common vision.

Findings from the study reveal that leaders in insurance companies speak with genuine conviction about the higher meaning and purpose of work. This finding is echoed by Harris (2017), who showed that the effectiveness of leaders' communication and direction had a significant direct relationship to employee engagement. He further indicated that each level of leadership and message communicated by that level revealed a correlation to employee engagement.

5.2.3 Leaders Challenge the Process

The study findings reveal that leaders in insurance companies often seek out challenging opportunities to test their skills and abilities. These leaders, according to the study findings, also challenge people to try out new and innovative ways to do their work. This is in line with the findings by Wahome (2017), who indicated that challenging the process should be a way of life for transformational leaders as they always look out for challenging opportunities to test their skills and abilities. The study findings also indicate that leaders search outside the formal boundaries of the organization for innovative ways to improve what they do. Participants in the study also indicate that their leaders often make certain that the team sets achievable goals, makes concrete plans, establishes measurable milestones for the projects/programs that they work on.

The study findings show that the leaders just barely experiment and takes risks even when there is a chance of failure. Kouzes and Posner (2003) indicated that change does not always work out as planned, and leaders should be ready to learn from mistakes and encourage others to do so instead of fixing blame. The study regression results showed there was an insignificant influence of leaders challenging the process on employee engagement. This is contrary to Rudd (2010), who had indicated that there is a positive relationship between leaders who challenge the process and employee performance.

5.2.4 Leaders Enable others to Act

The study findings indicate that leaders develop cooperative relationships among the people they work with. This is in line with Kouzes and Posner (2012), who indicated that visions seen by the leader only are not enough to make a significant change. This is also supported by CSPL (2016), who identified that when a leader creates a climate of trust, it takes away control and gives people the freedom to contribute and innovate. The findings also revealed that the leaders actively listen to diverse points of view and treats others with dignity and respect.

According to the participants in the study, leaders give people a great deal of freedom and choice in deciding how to do their work. This is supported by Sikandar (2010), whose study found out that the relationship between employees' performance with employee freedom was statistically significant and concluded that if the leader involves the employees in the decision-making process, having a friendly relationship with them and increasing their freedom at the workplace, their performance was maximized.

The study findings are echoed by Kouzes and Posner (2012), who revealed that strengthening others by increasing their competence and self-determination is likely to make them give their all and exceed their own expectations. These leaders also ensure that people grow in their jobs by learning new skills and developing themselves. According to (Johnson. et al., 2015), effective leaders encourage people to perform at their maximum potential not only by enabling them to act but also to lead. High-performing leaders support their staff frequently and inspire them to become leaders. They motivate their staff to initiate reforms and develop new approaches. They build teamwork and support (Johnson. et al., 2015).

According to Kouzes and Posner (2012), big dreams do not come to reality through the actions of one person. To make a significant reality of a dream requires a team effort, solid trust, and strong

relationships. It is essential to be open to all ideas and give everyone a voice in the decision-making process. Leaders need to know that the team is larger than any individual member of the team. They hence need to foster collaboration by facilitating relationships and fostering collaboration (Kouzes & Posner, 2012). It is easy to achieve goals when you make them shared goals, involve people in decision making, trust them to handle the execution, give them responsibilities and credit along the way. A leader builds trust by serving the needs of others. When people trust their leader and each other, the more they are likely to take risks, make changes and keep organizations alive (Kouzes & Posner, 2012).

Sikandar (2010) inspected the diverse initiative styles of workers' presentations in Pakistan. The essential focal point of this examination was to explore the effect of initiative style on representatives' exhibition. The study found out that the relationship between employees' performance with employee freedom was statistically significant. It concluded that if the leader involves the employees in the decision-making process, having a friendly relationship with them, and increasing their freedom at the workplace, he can maximize their performance. The current study, however, established there is an insignificant influence of leaders enabling others to act and employee engagement in insurance firms in Kenya.

5.2.5 Leaders Encourage the Heart

The study findings indicate that there is a strong positive and significant association between leaders encouraging the heart and employee engagement. These findings were supported by Khan (2010), who showed that positive interaction is constructive with respect to employee performance. The findings of the study reveal that leaders praise people for a job well done and make it a point to let others know about their confidence in the employees' abilities. The findings also indicate that the leaders make sure that people are creatively rewarded for their contributions to the success of the projects. This is supported by the findings of Johnson. et al. (2015), who indicated that effective leaders influence employee performance by utilizing incentives, celebrations, and recognition.

Participants also agreed that leaders publicly recognize them when they exemplify a commitment to the shared values. The study findings revealed that leaders discover approaches to praise achievements and furthermore give the individuals from the group bunches of gratefulness and backing for their commitment. The examination discoveries are in accordance with Kouzes and

Posner (2012), who indicates that leaders can create unprecedented outcomes by offering consolation, focusing, customizing thankfulness, and keeping up an inspirational standpoint. They further revealed that these efforts rekindle, stimulate and focus people's energies.

5.3 Summary of Findings

Leadership is an evolving concept that has been researched over time. Visionary leaders are seen as those who create a culture of engagement to maintain employee trust and increase overall satisfaction. Leaders hence have a role in building confidence and increasing employee engagement. To address the leadership challenge, one of the current models that have looked at individual leader behavior that leads to extraordinary results is the five practices of exemplary leadership by Kouzes and Posner. There are various leadership development models employed by insurance; however, leadership remains to be a perennial issue. The purpose of this study was to evaluate the use of exemplary leadership practices and their influence on employee engagement in the insurance industry with a view of giving recommendations on leadership training and development.

The study used a descriptive design and quantitative methodology. The target population was 53 insurance companies. Purposive sampling was used to select a sampling frame of the top five insurance companies, followed by stratified random sampling. The research utilized a structured questionnaire in the data collection, with both online and hard-copy questionnaires being used. The study relied on descriptive analysis, correlational analysis, and regression analysis and utilized bar graphs, charts, and tables in the presentation of the results. The research managed to obtain a 77% response rate from the selected participants.

The first objective of the study established there is a positive effect of leaders modeling the way on vigor, dedication, and absorption within employees in insurance firms in Kenya. The study further revealed there is a positive effect of leaders inspiring a shared vision on vigor, dedication, and absorption within insurance firms in Kenya. The third objective of the study indicated there exists a weak association between leaders challenging the process and vigor, dedication, and absorption among employees within insurance firms in Kenya. The fourth objective established that leaders enabling others to act had a weak effect on vigor, dedication, and absorption within insurance firms in Kenya. The study also showed that leaders encouraging the heart positively influenced the vigor, dedication, and absorption of employees within insurance firms in Kenya.

According to the findings of the regression equation, the study established that 37% of the variation in the level of employee engagement in the insurance industry is determined by leadership practices (leaders modeling the way, leaders inspiring a shared vision, leaders challenging the process, leaders enabling others to act, leaders encouraging the heart).

5.4 Conclusions

The study concluded that leadership practices have a positive and significant relationship with employee engagement in the Kenyan insurance industry. The study established that the leadership practices (leaders modeling the way, leaders inspiring a shared vision, leaders challenging the process, leaders enabling others to act, leaders encouraging the heart) do have a significant and positive relationship with the level of employee engagement within insurance firms.

The research found that leaders modeling the way has a significant influence on employee engagement. The study concludes that setting an example of what is expected, ensuring adherence to principles and standards, having clear leadership philosophies, following through on commitments, and building consensus around common values can significantly improve the vigor, dedication, and absorption among employees.

The research concludes that leaders inspiring a shared vision had a significant and positive effect on the vigor, dedication, and absorption among employees in the insurance industry. The study established that a change in the level of leaders inspiring a shared vision will lead to better employee engagement. The study concludes that having a compelling image, sharing a common vision, having a purpose of work, sharing an exciting dream, and talking about future trends of doing work can significantly lead to better employee engagement.

The research established there is an insignificant effect of leaders challenging the process on the employees' engagement in the insurance industry. The research also concluded that leaders enabling others to act has an insignificant effect on employee engagement in the insurance industry. The study concludes that both leaders challenging the process and leaders enabling others to act do not have an influence on the employee engagement level.

The research concluded that leaders encouraging the heart has a significant and positive effect on the vigor, dedication, and absorption among employees in the insurance industry. The research concluded that praising employees for work done, rewarding employees, public recognition of

employees, celebrating accomplishments, and giving appreciation can yield a positive impact on the employees' level of vigor, dedication, and absorption.

5.5 Recommendations

The research recommends that policymakers such as the Association of Kenyan Insurers can adopt the findings by developing a leadership framework to guide the management of the insurance firms. Based on the study findings, advancing guidelines on leaders modeling the way, inspiring a shared vision, and encouraging the heart can significantly improve employee engagement within the insurance industry. Further, through aligning the core practices in leaders ability to enable others to act or challenge the process can be able to stimulate better employee engagement. The study further recommends that the insurance regulatory authority can utilize the study findings to assist players in the industry benchmark on the best global leadership practices that can be implemented within the local insurance industry. This will enable the firms to expand their capacity to engage their employees and ultimately achieve better growth.

The study recommends that leaders within the insurance industry should request feedback on how their actions affect their employee performance. This will assist the leaders to better engage with the employees and thus improve their performance. The study suggests that leaders should do more to improve consensus on shared values and instilling a clear philosophy within the employees that can foster dedication and vigor in the workplace. The study also recommends that leaders should encourage more input from the employees on their vision for the future. Further, leaders should stimulate the appeal for a better future and achievement of long-term dreams among the employees. This will create a genuine purpose of work and go a long way in enhancing employee-leader engagement.

The study recommends that leaders engage the employees more when they have made a mistake and come together to discuss the lessons that have been learned and the best way to move forward. This employee engagement will enhance the respect between the two parties and challenge the employee to do their best to increase performance. The study recommends that leaders should offer the employees more freedom and choice in deciding how to do their work. This will ensure a great deal of trust between the employee and the leaders, leading to a high level of employee engagement. The study recommends that leaders in the insurance industry review their rewarding schemes and makes sure that employees are creatively rewarded for their contributions to the

success of the project. This will motivate the employees to work much harder hence increasing the performance.

The study recommends that industry players should leverage the results of this study in formulating future training and seminars for insurance executives. The findings can inform practical solutions that can be instilled among leaders to guide their choice of leadership practices that can yield better employee engagement in insurance firms. Further, the results can help practitioners in designing various strategic alliance and capacity-building programs that can be marketed to insurance executives with a view of promoting their leadership capacities and streamline employee engagement processes. The results of this study can help in advancing debate on the role leaders can play in stimulating employee engagement within the insurance industry. The results will also inform practitioners on the right practices they need to exercise in order to improve the productivity of their teams.

The study results can also help human resource managers in developing internal mechanisms within the workplace to assess the engagement of their employees routinely. This will help in aligning the internal leadership practices and work environment to achieve better engagement within their workforce. Theoretically, the research has advanced knowledge on the applicability of the Kouzes and Posner model in assessing the leadership practices within the Kenyan insurance industry. The findings were able to establish that the model is a significant predictor of employee engagement within the industry. Further, the results affirmed that the transformational leadership theory underscores the need for leaders to exhibit supportive practices and stimulate effectiveness within the staff members, respectively.

5.6 Area for Further Research

The research focused on leadership practices and how they impact employee engagement and findings showed that 63% of changes in engagement were determined by other factors not considered. This study recommends that further research work can be undertaken to determine if the work environment and corporate culture do influence the effectiveness of leadership practices and the level of employee engagement. Further, the study noted that leaders challenging the process and enabling others to act do not significantly influence employee engagement; hence more research work can be undertaken to examine the effect of job roles and performance management systems on employee engagement within the insurance industry.

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APPENDICES

Appendix I: Letter of Introduction



Strathmore
UNIVERSITY

30th June 2020

Ms Maina, Rosemary
mainarose007@gmail.com

Dear Ms Maina,

RE: An Evaluation of Exemplary Leadership Practices and Employee Engagement in Kenyan Insurance Firms


This is to inform you that SU-IERC has reviewed and **approved** your above research proposal. Your application approval number is **SU-IERC0849/20**. The approval period is **30th June 2020 to 29th June 2021**.

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 SU-IERC.
- 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 SU-IERC within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IERC 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 SU-IERC.

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

Yours sincerely,


Dr Virginia Gichuru,
Secretary; SU-IERC

Cc: Prof Fred Were,
Chairperson; SU-IERC



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Appendix II: Research Questionnaire

This questionnaire is an attempt to conduct; *an Evaluation of Exemplary Leadership Practices and Employee Engagement in Kenyan Insurance Firms*. Please answer the questions honestly and diligently following the instructions given. The answers you give was used for the research purpose only and your identity was treated with uttermost confidentiality.

Part A: General Information

Kindly put a tick in the spaces provided

1. Gender

Male

Female

2. Age bracket

18 – 25 years 26-35years

36-45years 46-65years

Above 65years

3. Department

Sales/Marketing

Human Resource

Finance

Other (Specify) _____

IT

Operations

Customer Service

PART B: AN EVALUATION OF EXEMPLARY LEADERSHIP PRACTICES AND EMPLOYEE ENGAGEMENT IN KENYAN INSURANCE FIRMS

Kindly answer the following questions based on your agreement with the following statements in regard to managers in your insurance firm. The scale level ranges from 1 – 5

5= always 4= often 3= sometimes 2= rarely 1= Never

No	Leaders Model the Way	1	2	3	4	5
1)	Sets an example of what he/she expects of others					
2)	Spends time and energy making certain that the people he/she works with adhere to the principles and standards agreed on					
3)	Follows through on promises and commitments made					
4)	Asks for feedback on how his/her actions affect others people’s performance					

5)	Builds consensus around a set of common values for running the organization					
6)	Is clear about his/her philosophy of leadership					

Kindly answer the following questions based on your agreement with the following statements in regard to managers in your insurance firm. The scale level ranges from 1 – 5

5= *always* 4= *often* 3= *sometimes* 2= *rarely* 1= *Never*

No	Leaders Inspire a shared vision	1	2	3	4	5
7)	Talks about future trends that will influence how work gets done					
8)	Describes a compelling image of what our future could be like					
9)	Appeals to others to share an exciting dream of the future					
10)	Shows others how their long-term interests can be realized by sharing common vision					
11)	Paints a big picture of what we aspire to accomplish					
12)	Speaks with genuine conviction about the higher meaning and purpose of our work					

Kindly answer the following questions based on your agreement with the following statements in regard to managers in your insurance firm. The scale level ranges from 1 – 5

5= *always* 4= *often* 3= *sometimes* 2= *rarely* 1= *Never*

No	Leaders Challenge the process	1	2	3	4	5
13)	Seeks out challenging opportunities to test his/her skills and abilities					
14)	Challenges people to try out new and innovative ways to do their work					
15)	Searches outside formal boundaries of the organization for innovative ways to improve what we do					

16)	Asks “What can we learn?” when things don’t go as expected					
17)	Makes certain that the team sets achievable goals, makes concrete plans, establishes measurable milestones for the projects/programs that we work on					
18)	Experiments and takes risks even when there is a chance of failure					

Kindly answer the following questions based on your agreement with the following statements in regard to managers in your insurance firm. The scale level ranges from 1 – 5

5= always 4= often 3= sometimes 2= rarely 1= Never

No	Leaders Enable others to act	1	2	3	4	5
19)	Develops cooperative relationships among the people he/she works with					
20)	Actively listens to diverse points of view					
21)	Treats others with dignity and respect					
22)	Supports the decisions that people make on their own					
23)	Gives people a great deal of freedom and choice in deciding how to do their work					
24)	Ensures that people grow in their jobs by learning new skills and developing themselves					

Kindly answer the following questions based on your agreement with the following statements in regard to managers in your insurance firm. The scale level ranges from 1 – 5

5= always 4= often 3= sometimes 2= rarely 1= Never

No	Leaders Encourage the heart	1	2	3	4	5
25)	Praises people for a job well done					
26)	Makes it a point to let people know about his/her confidence in their abilities					

27)	Makes sure that people are creatively rewarded for their contributions to the success of the projects					
28)	Publicly recognizes people who exemplify commitment to the shared values					
29)	Finds ways to celebrate accomplishments					
30)	Gives the members of the team lots of appreciation and support for their contribution					

Part C: Employee Engagement in Kenyan Insurance Firms

Kindly answer the following questions based on your agreement with the following statements in regard to managers in your insurance firm. The scale level ranges from 1 – 5

5= always 4= often 3= sometimes 2= rarely 1= Never

No	Vigor	1	2	3	4	5
1)	At my work I feel like bursting with energy					
2)	At my job I feel strong and vigorous					
3)	When I get up in the morning, I feel like going to work					
4)	I can continue to work for long periods of time					
5)	At my job, I am mentally resilient					
6)	At my job I always persevere even when things do not go well					

Kindly answer the following questions based on your agreement with the following statements in regard to managers in your insurance firm. The scale level ranges from 1 – 5

5= always 4= often 3= sometimes 2= rarely 1= Never

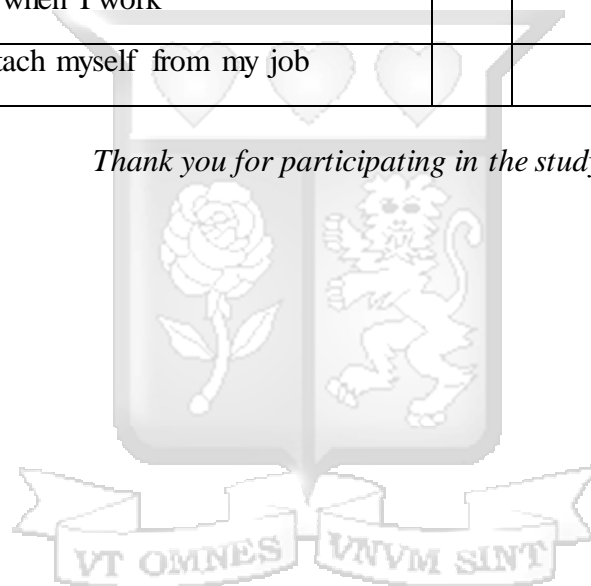
No	Dedication	1	2	3	4	5
7)	I find the work that I do meaningful and purposeful					
8)	I am enthusiastic about my job					
9)	My job inspires me					
10)	I am proud of the work that I do					
11)	My work is challenging enough					

Kindly answer the following questions based on your agreement with the following statements in regard to managers in your insurance firm. The scale level ranges from 1 – 5

5= *always* 4= *often* 3= *sometimes* 2= *rarely* 1= *Never*

No	Absorption	1	2	3	4	5
12)	Time flies when I am at work					
13)	When I work, I forget everything else around me					
14)	I feel happy when I work intensively					
15)	I am immersed in my work					
16)	I get carried away when I work					
17)	It is difficult to detach myself from my job					

Thank you for participating in the study



Appendix III: NACOSTI Research Permit



REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR
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Ref No: **113399**

Date of Issue: **26/June/2020**

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This is to Certify that Ms. Rosemary Ngendo Maina of Strathmore University, has been licensed to conduct research in Nairobi on the topic: An evaluation of exemplary leadership practices and employee engagement in Kenyan insurance firms for the period ending : 26/June/2021.

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