

**Utilization of Emotional Intelligence and Transformational Leadership for Employee  
Engagement in Public Universities in Kenya**

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## **ABSTRACT**

This study focused on utilization of emotional intelligence and transformational leadership for the enhancement of employee engagement in Kenyan public universities.

Organizations the world over face challenges today which require reforms in the management and governance styles. Therefore the organizations continue to attempt to achieve more for less by creating and maintaining value and the key to facing these challenges is a motivated, well-trained and committed workforce. Consequently soft skills such as emotional intelligence have become relevant in leadership effectiveness and organizational success. Kenyan public universities are not exempt from these challenges. Therefore, the Kenyan public universities have to rethink their strategies to address the issue.

The overall objective of the study was to examine how emotional intelligence and transformational leadership may be utilized in public universities to enhance employee engagement. Transformational leadership is key in reforming organizations. Emotional intelligence assists on how leaders and employees meet the daily challenges that they face since emotions either lead to improved or decreased performance. Employee engagement requires that every person in the organization understands and is committed to the success of the business strategy. This goes beyond job satisfaction and incorporates aspects of commitment, pride and advocacy about the organization products and brand. Thus employees are either engaged, not engaged or disengaged as they carry out their day to day activities.

Available literature indicated that organizations benefit when emotional intelligence is utilized on transformational leadership to build a cohesive team. This is because staff engagement levels may be raised and creation and maintenance of value may be achieved.

The researcher obtained both qualitative and quantitative data. The study was carried out in public universities in Kenya. Stratified random sampling was used and data was collected using a questionnaire. The data was modeled and then it was analyzed using multivariate techniques.

The results of the findings were presented in chapter four and it was established that emotional intelligence impacts employee engagement significantly through the competencies in self awareness, social awareness, self management and social management. Transformational leadership was found to have a high effect on employee engagement through the elements of idealized influence, inspirational motivation, intellectual stimulation and individual consideration. The relationship between emotional intelligence and transformational leadership was also established. Consequently, universities should utilize emotional intelligence and transformational leadership for the enhancement of employee engagement.