

INFLUENCE OF INTELLECTUAL STIMULATION ON SUSTAINABLE HOUSING DEVELOPMENT IN NAIROBI METROPOLITAN REGION, KENYA

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Abstract: - *The importance of residential housing as a human basic need cannot be gainsaid. However, the problem of adequate and safe urban settlements continues to be a pressing issue within the Nairobi metropolitan region. This study set out to investigate the influence of intellectual stimulation on sustainable residential housing development in the Nairobi metropolitan region in Kenya. The transformational leadership theory was used to anchor the study. The study which was undertaken using the positivism lens adopted the descriptive survey research design. The target population comprised the residents of the Nairobi Metropolitan region including the homeowners and tenants. A sample of 100 respondents was selected using a stratified random sampling plan. Primary data was collected using a structured questionnaire and the data was analyzed using descriptive and inferential statistical analysis techniques. The study found that intellectual stimulation had a positive and significant influence on sustainable housing development within the area of the study. Effectively, the study concluded that intellectual stimulation in leadership is a critical ingredient for sustainable housing development in Kenya's Nairobi Metropolitan. The study, therefore, recommended that stakeholders in the housing sector should come up with leadership communities of practice to develop solutions that promote sustainable residential housing development in the Nairobi southern metropolitan region. This mainly calls for collaboration and engagement in intellectually stimulating discourse to optimize the collective resources.*

Keywords: Transformational leadership, Sustainable housing development, intellectual stimulation, inspirational motivation, idealized influence, individualized consideration

1. INTRODUCTION

Transformational leadership is about working with stakeholders to realize positive change in a given situation, (Avolio & Bass, 2004). According to Ribeiro et al. (2018), this style of leadership is viewed through the lenses of inspirational motivation, intellectual stimulation, idealized influence and individualized consideration dimensions.

Dartey-Baah (2016) opined that Inspirational motivation is characterized by the leader envisioning and effectively articulating the mental picture of a desirable future that is both appealing and inspiring enough to the followers so as to motivate or cause them to voluntarily move towards attaining it. Further, Inspirational motivation involves the leader taking a bold stand on issues that may be considered by others as controversial; which generates support and trust that translates into cooperation from followers (Kim & Park, 2019). According to Jyoti and Dev (2014), this results in high level commitment from followers and their productivity soars making them perform beyond expectation.

Intellectual stimulation is the trait by the leader to challenge their followers' ideas and value system in the process of problem solving and decision making (Jyoti & Dev, 2014). According to Altunoglu et al. (2018) and Jiang et al. (2017), this motivates creative thinking and curiosity to question assumptions and the desire to develop solutions to difficult problems. In the long run, the followers widen and leverage their critical thinking faculties, leading to a paradigm shift in exploration from the known to the unknown (Chaubey et al., 2018; Dartey-Baah, 2016).

The dimension of idealized influence means that the leader attracts admiration, respect and trust from the followers because the leader radiates charisma which inspires a sense of pride that followers enjoy from being associated with the leader (Chaubey et al., 2018). Through their charisma, the leader is able to effectively communicate what they value and believe in and are able to persuade followers to pursue higher-level goals (Dartey-Baah, 2016). According to Campbell (2017), by appealing to the followers' sense of purpose and need for meaning, higher level performance can result from followers' attachment to the collective values and goals.

Individualized consideration dimension of transformational leadership is related to the ability of a leader to identify and appreciate follower needs for personal development and accord or grant audience to their concerns (Li et al., 2019). This means that a leader who practices individualized consideration does what is necessary to promote the welfare of each follower, which calls for interpersonal and human relation skills on the part of the leader (Jerobon et al., 2016).

The nexus between leadership and sustainable residential housing development is implied in the growing interest by key stakeholders such as city leaders, property developers, policy makers and researchers on transformation of housing development towards sustainable development (Saidu & Yeom, 2020). This is related to the realization that stakeholders are influential actors of development and adoption of sustainable residential housing. In Europe, the concept of sustainable residential housing development is being pushed by policy makers and city administrators, with Berlin City taking the lead in terms of sustainability, followed by Stockholm, Helsinki and London (Akanke et al., 2019). Particularly, the region has come up with a framework for sustainable cities known as the European Reference Framework that can be used by urban practitioners to assess the sustainability priorities that can inform policy, planning and initiatives (Winter, 2018).

In our local context, the problem of adequate and safe urban settlements continues to be a pressing issue especially in Nairobi region and its environs. The region has witnessed rapid growth in human settlement, which has potentially put pressure on available infrastructure. According to Kieti et al. (2020), housing crisis continues to escalate in Kenya, with cumulative housing deficit estimated at 2 million, leading to the settlement of over 60 percent of urban households in deplorable human settlement conditions. An estimated 70 percent of Nairobi residents live in overcrowded, informal housing tenements which are characterized by poor infrastructure and sanitary services (Mwau et al., 2019). The deplorable housing condition is fueled by corruption, poor planning and lack of proper land governance that put on the spot leadership practices at various levels (Sverdlik, 2021).

While a number of scholarly discourses have examined the issue of sustainable cities in terms of design, little attention has been accorded to the contribution of home-owners and tenants to

sustainable residential housing development. Mahinda (2016) studied the state of sustainable urbanism in Nyeri Town, Kenya where it was found that the enduring theme of poor urban development plagued the town. However, the study neither applied transformational leadership nor explored the contribution of tenants and home-owners to the state of affairs found in the town. Further, the study was conducted in the country-side which have different environmental context. This study therefore sought to address this gap by establishing the nexus between transformational leadership and sustainable residential housing development in Kenya; with respect to Nairobi Metropolitan region. Specifically, the study sought to determine the influence of intellectual stimulation on sustainable residential housing development in Nairobi southern metropolitan region.

The study was undertaken in Nairobi southern metropolitan region because Nairobi, being the most populated city in Kenya is fast expanding into the southern metropolitan region leading to myriad problems in housing development. The target population was building home-owners and tenants in Kitengela area of Nairobi which has been cited by UN-Habitat (2016) as an embodiment of informal settlement and urban sprawl in recent years. The focus on home-owners and tenants was because as end consumers of sustainable housing development, they are best placed to provide feedback on sustainable development indicators. Primary data was collected over a period of one month.

2. LITERATURE REVIEW

The views in this paper are anchored on the Transformational Leadership Theory. This is a theory of leadership that explains the actions, processes and communication that influences organizational members as individuals and as groups towards significant positive change in the self, the organization, and the situation (Korejan & Shahbazi, 2016).

2.1 Transformational Leadership Theory

The theory is attributed to Burns (1978) who studied various political leaders throughout history in an attempt to unearth the qualities that make some people excel as transformative influencers. The initial theory proposed that it was only through the strength of the vision and personality that team members could be encouraged to follow. After agreeing to follow, members then are inspired to change their expectations, perceptions, and are invited to a higher level of morality and motivation. In 1990, Bernard Bass (1990) developed the theory further by adding the ways to measure and rank the success of transformational leadership as well as the idea of leaders expressing authentic and focused energy to inspire the other team members to become more like them. He felt that measuring the impact inspires more authentic community. He also explained the psychological mechanisms that are the basis of the theory. According to Bass, the followers of a leader must feel not only trust and admiration, but also loyalty and respect.

Transformational leadership theory has also been applied in other domains of knowledge including in change management research (Alqatawenh, 2018) and sustainability performance (Jiang et al., 2017). Ghasabeth and Provitera (2017) observe that organisations throughout the western world and other developed countries in Asia have found transformational leadership valuable for realizing positive business outcomes. Alqatawenh (2018) found that all the dimensions of

transformational leadership were significantly correlated to change management and that transformational leadership practices increased employee perception of change management. Altunoglu et al. (2018) examine the influences of transformational leadership behaviors on followers' task performance and organizational citizenship behaviors, the potential mediating role of affective trust and moderating effect of follower tenure with leader in these relationships. The findings indicated that transformational leadership behaviors have significant positive effects on both followers' task performance and organizational citizenship behaviors. Further, affective trust mediated the relationship between transformational leadership behaviors and followers' task performance. In addition, the effect of transformational leadership behaviors on affective trust depended on leader–follower dyadic tenure, with the effect of transformational leadership behaviors being greater at high level of leader–follower dyadic tenure. It can thus be speculated that transformational leadership theory potentially explains task performance towards sustainable housing development.

Burawat (2018) examined the relationship between transformational leadership, sustainable leadership and sustainability performance in Thailand. He noted that idealized influence and charisma (strong role models with high ethics), inspirational motivation (high team spirit and shared vision), intellectual stimulation (stressing problem solving and creativity) were critical drivers of sustainable housing.

Li et al. (2019) examined how transformational leaders boost their followers' innovative work behavior through trust in a leader, empowerment, and work engagement. Data were collected from 281 multinational organisation employees in China. The findings revealed that transformational leadership and work engagement were significantly related to innovative work behavior. The findings also demonstrated the significant impact of transformational leadership on trust in a leader, and its subsequent positive impact on the work engagement of the employees. From these results, it can be assumed that transformational leadership leads to empowerment that is needed to champion sustainable housing development agenda in Kenya forward.

The nexus between transformational leadership theory and sustainable development has been the subject of a growing body of scholarly work (Le & Lei, 2018). Jiang et al. (2017) investigated the application of transformational leadership in the construction industry to establish the extent of influence of this approach to leadership on employee sustainable performance by analyzing data collected from 389 contractors. Results showed that transformational leadership had a positive influence on sustainable performance.

Jiang et al. (2017) studied the impact of transformational leadership on sustainable performance and found a positive link between sustainable performance and transformational leadership. They defined sustainable performance as employee's contribution to his/her own sustainable development and project organisation sustainable development, and divided sustainable performance into task sustainable performance and relation sustainable performance. They defined task sustainable performance as the extent to which employees achieve their own sustainable development by fulfilling their tasks while relational sustainable development was defined as the extent to which employees contribute to the sustainable development of project organisations.

These results imply that transformational leadership is associated with sustainable development. Khaleji (2019) applied the theory of transformational leadership to explore the nexus between strategic leadership and the development of the real estate sector in Kisumu County. She found that strategic leadership did influence the growth of the real estate sector, suggesting that leadership made a contribution to housing development. However, the focus of Khaleji's (2019) was on the growth of the housing sector rather than sustainable development of the same. The application of transformational leadership theory to the area of sustainable residential housing development is one which the current study explored.

Transformational leadership theory is relevant for the current study because of its potential to explain the transformation of residential housing development from unsustainable practices to sustainable ones. It has been acknowledged that sustainable development is not achievable without a significant transformation of the way urban spaces are built and managed (UNDP, 2020).

Abidin et al. (2013) discussed the enablers of creating a viable environment for a sustainable housing industry and investigated the barriers limiting this progress. They found that the government's lack of incentive programs and the slow progress in revising related regulations were major hindrances for institutional enablers. They noted that developers must take a leadership role in transforming the construction industry towards sustainability. They argued that it is within the professional responsibility of the construction players to show leadership in creating a step for better sustainability in construction. This calls for the practice of transformational leadership.

The intellectual stimulation dimension of Transformational leadership depicts leadership behaviors and practices that when deployed, is expected to yield the transformation needed in the residential housing development sector. This dimension made transformational leadership theory suitable for explaining sustainable residential housing development in Kenya.

2.2 Empirical Literature

Jiang et al. (2017) investigated whether intellectual stimulation behavior has a positive influence on employee task sustainable performance. Data was collected from 500 stakeholders in China's construction industry from five provinces which provided adequate representation of the construction industry in the country. Results showed that intellectual stimulation dimension of transformational leadership had no direct effect on employee task sustainable performance. This potentially means that intellectual stimulation in isolation does not contribute significantly to sustainable performance. However, while the study was done in the construction industry, the results are not necessarily generalizable to the situation in Kenya due to contextual differences. Further, the research did not delineate the unique issues confronting sustainable residential housing development.

Zhang et al. (2018) investigated whether transformational leadership promote innovation in construction. Data was collected using a questionnaire administered to 251 construction industry professionals in China. Results showed that transformational leaders could nurture a mutual climate for innovation to motivate employees' innovative behaviors. In addition, innovativeness as a project requirement at the project level strengthens the indirect link amongst transformational leadership and innovative behavior via the innovation climate. Therefore, in the presence of higher

innovativeness as a project requirement, transformational leadership is more prone to exert a positive influence upon an individual's innovative behavior via the perceived innovation climate. The research findings improve understanding of the roles of leadership and innovation climate in affecting individual behavioral outcomes and could help project managers and leaders encourage innovative ideas towards sustainable residential housing development. However, while the influence of intellectual stimulation on innovation in the construction industry is implied through its representation in transformational leadership, this was not subjected to empirical analysis.

Khattak et al. (2017) studied the relationship between leadership styles and employee creativity. Data was collected from a sample of 400 managers in the commercial sector in Pakistan. Results showed that transformational leadership style was positively and significantly related with employee creativity. They concluded that leaders can be instrumental here in terms of providing an environment that stimulates and nourishes creative self-efficacy, through for example, applying transformational leadership principles. However, the study was not conducted among real estate sector players, thus limiting the application of the research findings to sustainable residential housing development.

Ogola et al. (2017) studied the influence of intellectual stimulation on employee performance in Kenya. Data was collected from 226 managers of small and medium sized enterprises in the manufacturing, supplies, services, distribution and real estate sectors in Kenya. The results showed that intellectual stimulation leadership behavior and employee performance in SMEs in Kenya had a strong positive and significant correlation. The study concluded that better employee performance is achieved when a leader encouraged employees to think critically in dealing with problems that they encounter in the course of their work, use their own initiative, and seek innovative methods to approach their work and assignments. Although real estate sector was covered in the study, it accounted for the smallest share of respondents, thus limiting generalization to the residential housing developers.

3. RESEARCH METHODOLOGY

The section describes the methodology adopted in this research.

3.1 Research Design

The study adopted the descriptive survey research design. This research design was considered appropriate as it involved collecting cross-sectional data representing the opinions of the sampled respondents on the study variables. Since the study collected and analyzed data in the same status as it was, a positivist research philosophy was adopted.

3.2 Target Population

In this study, the target population was 154,436 residents of Kitengela town which is in Nairobi southern metropolitan region (KNBS, 2019). The population was targeted because they account for the largest share of residents of Nairobi southern metropolitan area. The study targeted homeowners in newly developed residential neighborhoods as well as residential estates for tenancy in Kitengela town in the last ten years.

3.3 Sample and Sampling Methods

The study used Yamane (1967) equation at 90% confidence level to select 100 respondents from

the specified population as shown below.

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

Where;

n=Sample size

N= Population size

e= Precision level

The sample size is thus computed as follows:

$$n = \frac{154,436}{1 + 154,436(.1)^2} = 100$$

The selected sample respondents were then clustered according to the zones they lived as follows:

Table 3.1 *Sample Size Distribution*

Cluster	Sample size	Percent
Old Namanga	20	20%
Miriam	20	20%
Milimani	10	10%
Balozi	20	20%
Prison	20	20%
EPZ	10	10%
Total	100	100%

3.4 Research Data

The study collected primary data on the variables using structured questionnaires which were administered using face-to-face considering majority of respondents required guidance in filling the questionnaires. The data comprised opinions by the respondents on specific statements which were designed based on an ordinal Likert-type scale with 5 depicting strong agreement and 1 representing strongly dis-agreement.

Data Analysis and Model Estimation

Both descriptive and inferential statistics were used to analyze the research data. Descriptive statistical analysis using frequency distribution, measures of central tendency and measures of dispersion to provide a preliminary overview of the study population. Inferential statistical analysis involved estimating the specified regression model using the F and t-tests to determine the significance of the overall model and that of specific estimators. This was carried out at a 95% confidence level. The following regression model was estimated by the study:

$$Y_i = \beta_0 + \beta_1 X_1 + \mu_i \dots\dots\dots (1)$$

Where:

Y_i = Sustainable Housing development

β_0 = Constant term

X_1 = The explanatory variable of the study

μ_i = Random error term

$\beta_1 \dots \beta_3$ = Regression Coefficient of the independent variable.

4. RESULTS AND DISCUSSIONS

4.1 Response Rate

The study targeted 100 home owners and tenants in Nairobi southern metropolitan region with questionnaires.

Table 4.1 *Response Rate*

Respondent category	Target number of respondents	Actual number of respondents	Response rate
Home-owners	30	30	30%
Tenants	70	70	70%
Total	100	100	100%

As shown in table 4.1, all 100 questionnaires were successfully administered. Tenants accounted for 70% of the respondents while 30% of the respondents were home owners. This distribution is in line with the fact that majority of urban residents are tenants.

4.2 Descriptive Statistical Analysis

Respondents rated the extent to which landlords/property developers practiced intellectual stimulation towards sustainable development in the residential housing development sub-sector. Table 4.2 presents the descriptive statistics which comprises of the mean (M) and standard deviation (SD) scores for each item on a 5-point scale from 1=not at all to 4=frequently. The table also details the number of respondents (N), the minimum (Min) and the maximum (Max) scores.

Table 4.2 *Descriptive Statistics of Intellectual Stimulation Scores*

Item	N	Min	Max	M	SD
Open to alternate solutions to problems confronting residential housing development	100	0	5	3.09	1.545
Question the way things are done in order to identify room for improvement	100	0	4	2.37	1.195
Foster critical thinking to establish the best ways through which sustainable residential housing development can be achieved	100	0	4	2.32	1.145
Stimulate creativity in others for sustainable residential housing development	100	0	4	2.30	1.220
Challenge ideas towards sustainable residential housing development	100	0	4	2.21	1.157
Valid N (listwise)	100				

Table 4.2 shows that a moderately high mean score ($M=3.09$, $SD=1.545$, $N=100$) was obtained on a 5-point scale concerning whether landlords/property developers challenged ideas towards sustainable residential housing development. This is an indication that challenging ideas was an aspect of intellectual stimulation that was fairly often practiced by landlords/property developers. The table however shows that that moderate mean score ($M=2.37$, $SD=1.195$, $N=100$) was obtained on the statement; “landlords/property developers question the way things are done in order to identify room for improvement,” suggesting that landlords/property developers sometimes questioned status quo to identify what could be improved.

As pertains, fostering critical thinking to establish the best ways through which sustainable residential housing development can be achieved, the mean score computed on a scale of 0 to 4 was moderate ($M=2.32$, $SD=1.145$, $N=100$). This implies that landlords/property developers sometimes fostered critical thinking towards the achievement of sustainable residential housing development. Similarly, as concerns stimulating creativity in others for sustainable residential housing development, a moderate mean score ($M=2.30$, $SD=1.145$, $N=100$) was established. This is an indication that landlords/property developers sometimes stimulated creativity to advance sustainable residential housing development. In like manner, a moderate mean score ($M=2.21$, $SD=1.157$, $N=100$) was computed for the statement; landlords/property developers challenge ideas towards sustainable residential housing development. This suggests that stimulation of creativity was sometimes practiced by landlords/property developers.

4.3 Correlation analysis

Pearson correlation was conducted to establish the relationship between intellectual stimulation composite score and sustainable residential housing development composite index. The output of correlation analysis is presented in table 4.3.

Table 4.3 *Correlation between Intellectual Stimulation and Sustainable Residential Housing Development*

		1	2
1. Sustainable residential housing development composite score	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	100	
2. Intellectual stimulation composite score	Pearson Correlation	.355**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Table 4.3 shows that there was a statistically significant positive relationship between intellectual stimulation and sustainable residential housing development ($r=.355$, $p<.01$, $N=100$). The results suggest that sustainable residential housing development rose with increase in intellectual stimulation. This finding is consistent with the results of Zhang et al. (2018) who carried out a

study among construction industry professionals in China and found that intellectual stimulation resulted in increased sustainable development through innovativeness. This means that through intellectual stimulation, property developers and landlords may become more inclined to develop innovative ways to promote sustainability in the residential housing sub-sector.

4.4 Regression Analysis

In order to test the explanatory power of intellectual stimulation on sustainable housing development, the composite score of sustainable residential housing development was regressed on intellectual stimulation composite index as present in table 4.4. The Table displays the model summary, ANOVA statistics and regression coefficient. Unstandardized beta coefficients were used because they have a direct practical interpretation in terms of the units of measurement of the variables involved. This was considered more intuitive and meaningful for discussing the practical implications of the results.

Table 4.4 *Regression of Intellectual Stimulation on Sustainable Housing Development*
 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355 ^a	.126	.117	.65016

a. Predictors: (Constant), Intellectual stimulation composite score

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.974	1	5.974	14.132	.000 ^b
	Residual	41.425	98	.423		
	Total	47.399	99			

a. Dependent Variable: Sustainable residential housing development composite score

b. Predictors: (Constant), Intellectual stimulation composite score

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.189	.166		13.220	.000
	Intellectual stimulation composite score	.230	.061	.355	3.759	.000

a. Dependent Variable: Sustainable residential housing development composite score

Table 4.4 shows that a significant relationship between the intellectual stimulation composite score and the sustainable residential housing development. The R-squared value was 0.126, indicating that 12.6% of the variance in the sustainable residential housing development was explained by the intellectual stimulation. The regression equation was Sustainable Residential Housing Development = 2.189 + .230 x Intellectual Stimulation. This means that a unit increase in intellectual stimulation was associated with 0.230 unit rise in sustainable residential housing development. The regression coefficient was significant, $t(df) = 1, p < .05$, indicating a statistically

significant positive influence of intellectual stimulation on sustainable residential housing development. This finding further affirms the notion advanced in transformational leadership theory that through intellectual stimulation (Reza, 2019), improvements of sustainability in the residential housing development can be attained.

5. CONCLUSION AND RECOMMENDATION

Based on the findings discussed above, the study concluded that intellectual stimulation dimension of transformational leadership had a positive and significant influence on sustainable Housing development in Nairobi Southern Metropolitan Region. Following this conclusion, the study recommended that the State Department of Housing and Urban Development should ensure strict compliance with sustainable residential housing standards in order to guarantee better air quality, residential housing affordability, comfort and safety, energy efficiency, economic viability, and business opportunity.

In addition, the study recommended that stakeholders in the housing sector should come up with leadership communities of practice in order to develop solutions that promote sustainable residential housing development in the Nairobi southern metropolitan region. This mainly calls for collaboration and engagement in intellectually stimulating discourse in order to optimize the collective resources.

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