ANALYSIS OF THE EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE IN KENYA: A CASE OF SAFARICOM KENYA LTD.

BY

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DECLARATION

This is my original project work and has not been presented to this institution or any other institution for the award of any degree

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Dr. Peter Kithae
Management University of Africa
DEDICATION

This project is dedicated to my parents, and family
I am also grateful to my friends, and other colleagues whom I may have not mentioned for their support morally and spiritually.
ACKNOWLEDGEMENTS

I am grateful to Almighty God for being my fortress and imbuing me with the spirit of hard work. During the period of writing this research I was of good health and managed to cope with other responsibilities I praise him for directing me according to his will.

Appreciation also goes to the Management University of Africa and my department for imparting serious knowledge and skills throughout my course.

Finally, I am grateful to my supervisor Dr. Peter Kithae for his advice and tireless efforts in supervision during my research work.
ABSTRACT

Organizational performance has gained attention all over the world due to increased competition globally. Leadership has also been at the center of attention for the last two decades, mostly because of its solid interdependence with organizational achievement. The motive of the study was to find out the effect of management leadership styles on organizational achievement in Kenya. More specifically, the study sought to determine the effect of management leadership styles on organizational achievement at Safaricom Limited Kenya. The specific objectives of the study were to find out how: Autocratic style of leadership, laissez-faire style of leadership, transitional style of leadership, participative leadership style and transformational leadership style affect organizational performance in Safaricom Limited Kenya. The study reviewed literature related to the theoretical framework and empirical review which included leadership styles. The study used a descriptive survey where questionnaires were administered to gather data from staff members. A study population of 142 was considered with sample size of 104. The study validated the instrument and its reliability through pilot testing in another similar institution. SPSS system has been used to examine the collected data to generate descriptive statistics; frequencies, percentages, Standard deviation and coefficient of dissimilarity and then presented in tables. The relationship of the variables was done using the regression model. The outcome of the study disclosed that there was a negative interdependence between autocratic leadership style and laissez-faire leadership style on organizational performance in the organization, the autocratic leadership styles have proportional negative implications on organizational performance. There were also positive association between the participative, transactional and transformational leadership styles and the organizational performance and have the potential of changing institution performance positively. The study recommends application of the leadership style that will bring employee satisfaction which is the core driver for organization performance. The study further did recommendation that leaders should: endeavour to show a good example to those who work under them; influence employees by bestowing significant and give challenges to execute work; invigorate the endeavour of subordinate in becoming creative and inventive; and show concern for the needs of every person’s growth and attainment. The study recommended further research on the effectiveness of remuneration on company achievement and the influence of the industrial relations on the achievement of the organizational.
# TABLE OF CONTENTS

DECLARATION ........................................................................................................... ii  
DEDICATION ............................................................................................................. iii  
ACKNOWLEDGEMENTS ............................................................................................ iv  
ABSTRACT ................................................................................................................ v  
LIST OF TABLES ....................................................................................................... ix  
LIST OF FIGURES ..................................................................................................... x  
ACRONYMS ............................................................................................................... xi  

## CHAPTER ONE: INTRODUCTION ........................................................................... 1  
1.0 Introduction .......................................................................................................... 1  
1.1 Background of the Study ..................................................................................... 1  
  1.1.1 Organizational Performance ......................................................................... 2  
  1.1.2 Leadership and Organizational Performance .............................................. 3  
  1.1.3 Safaricom Limited ....................................................................................... 4  
1.2 Statement of the Problem .................................................................................... 5  
1.3 Objectives of the Study ....................................................................................... 7  
  1.3.1 General objectives ....................................................................................... 7  
  1.3.2 Specific objectives ....................................................................................... 7  
1.4 Research Questions ............................................................................................. 8  
1.5 Scope of the Study .............................................................................................. 8  
1.6 Significance of the Study ................................................................................... 8  
1.7 Limitations and delimitations of the study .......................................................... 9  

## CHAPTER TWO: LITERATURE REVIEW ............................................................. 10  
2.0 Introduction .......................................................................................................... 10
2.1 Theoretical Framework

2.1.1 Situational Theory of Leadership

2.1.2 Transformational Leadership Theory (TL)

2.1.3 Transactional Leadership Theory

2.2 Leadership Styles

2.2.1 Transformational leadership

2.2.2 Bureaucratic Leadership

2.2.3 Autocratic Leadership

2.2.4 Charismatic Leadership

2.2.5 Laissez-faire Leadership

2.3 Leadership Style and Organizational Performance

2.4 Empirical literature

2.5 Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

3.2 Research Design

3.3 Target Population

3.4 Sampling procedures

3.5 Sample Population

3.6 Research Instruments

3.7 Data Collection Method and Procedures

3.8 Testing for Validity & Reliability

3.9 Ethical Issues

3.10 Data Analysis Techniques and Procedure
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Introduction</td>
<td>25</td>
</tr>
<tr>
<td>4.2</td>
<td>Response Rate</td>
<td>25</td>
</tr>
<tr>
<td>4.2.1</td>
<td>Demographic profile of the respondents</td>
<td>26</td>
</tr>
<tr>
<td>4.5</td>
<td>Leadership Styles</td>
<td>31</td>
</tr>
<tr>
<td>4.5.1</td>
<td>Autocratic Leadership Style</td>
<td>31</td>
</tr>
<tr>
<td>4.5.2</td>
<td>Participative Leadership Style</td>
<td>33</td>
</tr>
<tr>
<td>4.5.3</td>
<td>Laissez- Faire Leadership Style</td>
<td>36</td>
</tr>
<tr>
<td>4.5.4</td>
<td>Transactional Leadership Style</td>
<td>38</td>
</tr>
<tr>
<td>4.5.5</td>
<td>Transformational Leadership Style</td>
<td>41</td>
</tr>
<tr>
<td>5.1</td>
<td>Introduction</td>
<td>44</td>
</tr>
<tr>
<td>5.2</td>
<td>Summary of the Findings</td>
<td>44</td>
</tr>
<tr>
<td>5.3</td>
<td>Conclusions</td>
<td>45</td>
</tr>
<tr>
<td>5.4</td>
<td>Recommendations</td>
<td>46</td>
</tr>
<tr>
<td>5.5</td>
<td>Recommendation for Further Research</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>APPENDICES</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>APPENDIX II: QUESTIONNAIRE</td>
<td>54</td>
</tr>
<tr>
<td></td>
<td>APPENDIX III: WORKPLAN</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td>APPENDIX IV: BUDGET</td>
<td>59</td>
</tr>
</tbody>
</table>
LIST OF TABLES

Table 3.1: Population .................................................................................................................. 20
Table 3.2: Sample Size .................................................................................................................. 21
Table 4.1: Age of Respondents .................................................................................................... 25
Table 4.2: Gender of Respondents ............................................................................................... 27
Table 4.3: Level of Education of Respondents ............................................................................. 28
Table 4.4: Department ................................................................................................................... 29
Table 4.5: Autocratic Leadership Style ......................................................................................... 30
Table 4.6: Participative Leadership Style ....................................................................................... 32
Table 4.7: Laizzez Faire Leadership Style ................................................................................... 33
Table 4.8: Transactional Leadership Style .................................................................................... 33
Table 4.9: Transformational Leadership Style ............................................................................. 34
LIST OF FIGURES

Figure 2.1: Conceptual Framework .................................................................19
<table>
<thead>
<tr>
<th>ACRONYMS</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL</td>
<td>Transformational Leadership</td>
</tr>
<tr>
<td>SLT</td>
<td>Situational Leadership Theory</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>LMX</td>
<td>Leader Member Exchange</td>
</tr>
<tr>
<td>COB</td>
<td>Organizational Citizenship Behavior</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>SSPS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>CVI</td>
<td>Validity Index</td>
</tr>
</tbody>
</table>
CHAPTER ONE: INTRODUCTION

1.0 Introduction
This section consists of background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitation of the study and the scope of the study.

1.1 Background of the Study
Leadership, as defined by (Northouse, 2004), is a procedure or a process where an individual influence group of people in attaining a common objective. Leadership style is the way in which that process is carried out. Performance is the accomplishment and execution of tasks. Style of leadership is a crucial contributing factor of the success or non-success of any institution. Numerous literatures on management mention various leadership styles and frameworks such as autocratic leadership, charismatic leadership style, transactional leadership style, bureaucratic leadership style, & transformational leadership style, all of which are based on several different approaches to leadership. Each leadership style affects the performance of organization differently; some assisting companies succeed while others hamper their growth of the organization leading to failure.

Studies on organizational leadership have grown in tandem with the development of large-scale industrialization and during the last century systematic research has also been driven by two world wars. Because of this, there is much debate about leadership and a variety of theoretical frameworks influence the theory of organizations (Albrecht, 2011). Michael (Armstrong, 2004) interprets leadership as power, influence and the lawful authority gained in enabling to successfully transform the institution by the head through the guidance of human resources that is termed as the greatest and essential asset of an organization, leading to the fulfillment of desired motive. This can be achieved through the effectiveness of the organization mission and vision at each time, & convince the members’ staff in defining their capability to share this vision.
In meeting the universal business obstacles, Leadership skills in the current organizations in Kenya’s viewpoint and approach is crucial. (Armstrong M., 2001) support that leadership is the focal point in any institution, since it controls and influence the success or failure of the institution. Quinn (Mills, 2005) observes that lack of leadership, institutions slows down in business, decline, and eventually lose track. Without leadership people quickly degenerate into squabble, quarrel & disputes, since they observe issues in divergent angles and incline toward different solutions. Leaders assist in minimizing doubfulness and dilemma in institutions, and therefore leadership guide the staff in moving the right unified direction and utilize their hard work together to achieve organizational goals.

A leader needs to show dedication and devotion to the vision, to the institution, and to the entire team of the institution. Leadership also involves assuming a considerable amount of responsibility and risk (Mills, 2005). According to R (Etemesi, 2012) good leadership requires having time to understand, being prepared for the unexpected since that is what is expected. Van fleet describes, “Leadership as an influence process directed at shaping the behavior of other (Leadership is shaping the behavior of others through influence)” In competency and enthusiasm, a leader becomes one who by example and talent plays a directing role and command influence over others..

1.1.1 Organizational Performance

(Brumbach, 1988), as cited in (Armstrong M., 2001), argues that achievement refers to both outcome and behaviors, and modifying institutional actions and behaviors of work to attain outcomes or effects. Conducts or etiquettes are results in their own right and response to the outcome of mental and physical attempt applied to assignment. Koontz and Donnell (Koontz, H. & Donnell, C, 1993) define the achievement of organization as the ability of an industry in attaining or aiming such goals as high gains, superior products and services, sound financial results, sizeable market portion and survival at set time using pertinent approach for action.

Achievement, accomplishment or performance is a crucial multidimensional establishment focused in attaining outcomes and has a secure association to strategic objectives of an institution (Mwita, 2000). Alam et al (Alam Et Al, 2001) also observe that organizational achievement is a multidimensional construct that is composed of four segments i.e. customer-focused
accomplishment, this includes but not limited to customer satisfaction, products or services performance; the performance of financial and market that also involves market position, profit revenue, human resource performance cash to cash cycle time, and income per share; including employee gratification; and organizational efficiency, that includes the extent of innovation, time to market; production and supply chain flexibility.

The achievement of an institution or organization can also be used to seen how an industry or a firm is performing on a degree of profit, share in the market and quality products in association to other firms within equivalent industry. Therefore, it is the deliberation of the output of the employees of a business entity measured when it comes to profit, expansion, income and development of the organization. Economic and financial achievement evaluates how effectively a firm is generating gains and benefits for the business owners. This can be evaluated along diverse financial measures like gains from equity, income from assets, profit after tax, incomes per share and any commonly accepted market worth ration. Generally, the financial achievement of banks and other commercial investment organizations has been measured by using a composition of economic and financial proposition scrutiny’s, benchmarking, evaluating achievements against budget or a composition of the stated techniques (Ahmed et al, Raza A., Amjad W., & Akram M., 2011). The financial statements for all financial organizations regularly accommodate a diversity of financial proposition designed to give an evidence of the organization’s achievement. Simply stated, much of the present financial organization performance literature outlines the goals of financial institution as that of generating justifiable returns at the same time reducing the risks taken in earning these gains (Alam Et Al, 2011).

1.1.2 Leadership and Organizational Performance

For quite sometime and more so the last two decades, leadership has been at the core of attention mainly because of its solid interdependence with the institutional performance. Successful leadership inspires enthusiasm and commitment, enhancing organization performance. The leadership style influences achievements in any set up since performance can hardly be attained if there is lack of a leadership that can adapt to the challenges and changes of the environment. Therefore, if performance improvements need to be realized by an institution, it is the leadership style that should be examined and transformed to new demands (Butler, 2012).
Previously, organizations used to emphasis and placed upon financial achievement contrary to the current set up where broader non-financial indices are used to evaluate organizational performance. The link between leadership and firm performance can be measured using the following commonly used performance indices: which include but not limited to: profitability, market share, flexibility, health and safety, employee satisfaction, customer satisfaction, labour productivity, regulatory compliance, innovation and resource acquisition but a lot will depend on which view point used as the basis of analysis. Effective leadership means success of the organization. It is crucial to note that the above variables are not comprehensive, and a lot will depend on which view point used as the basis of analysis. Effective leadership means success of the organization.

1.1.3 Safaricom Limited

Safaricom Limited is the dominant mobile telephony services provider in Kenya in terms of subscriber base, revenue and profits. Safaricom Limited is one of the dominant homogeneous communication establishments in continent of Africa with over 21 million customers (Safaricom Kenya Limited, 2014). Safaricom Limited provides a comprehensive diversity of services among them been fixed and mobile voice services, Mpesa which is a mobile financial services, internet and data solutions on a diversity of platforms. Safaricom Limited is listed on the Nairobi Stock Exchange and the company trades on the segment under telecommunications and technology. They also offer internet services to both corporate and retail customers and recently included cloud computing and video conferencing in their range of high end services. The company has in the past decade come up with several innovations especially in the area of mobile commerce which has made Kenya to appear in the global map in the area of innovation and leading to better global rankings in this area – this is all thanks to Mpesa.

Safaricom Limited employs all genders without any discrimination, and has both males and females in its leadership and management ranks. Employees go through a competitive process of recruitment regardless of their backgrounds. The company also has a performance management framework for all its employees, based on Revenue Generation, Customer Delight, Staff Motivation and Profitability. Performance of employees is rewarded through several ways like bonuses, promotions and salary increments (www.safaricom.co.ke/sustainabilityreport, 2015).
This study seeks to establish how employee leadership is affecting organizational performance at Safaricom Limited Ltd., Kenya.

Safaricom Limited which is the present dominant mobile telecommunication operator is also focusing to become the leading company in Africa. For the company to attain this, a solid and secure focus on quality of service to its clients as well as developing products that meet customer’s requirements has been placed (Safaricom History, 2012). The firm will pursue to execute best applications based on their partners (Vodafone’s) broad international experience as well as their knowledge of the local market, having operated in Kenya for 16 years. In terms of its business operations, the organization was skillfully able to keep pace with the international mobile telecommunication framework by possessing strategic business association; associations that gives benefits to the world mobile telecommunication enterprise that assist in meeting aggressive challenges that are faced through the global telecommunication industry. This calculated relationship with the leaders in mobile voice services has built an opening opportunity in the current Kenyan market

1.2 Statement of the Problem

Effective leadership in an organization is very important for continued prosperity, commercial banks notwithstanding. The communication industry in Kenya has witnessed tremendous changes brought about by globalization, liberalization, intense competition among rivals, changing regulatory guidelines, technology, and more demanding customers. These changes and dynamic business environment requires leadership that can enable both the people and the firm to transform or adjust and be successful. Leadership style is one among other elements that play remarkable position in boosting or increasing the interest and dedication of the workforce in the institution. Thus, Glantz (J, 2002) stresses the need for managers in finding their leadership styles that can help to handle the workforce in the dynamic environment. A remarkable special case is the thorough study of “The Effect of Style of Leadership on institutional achievement at State Corporations in Kenya’ by Peris M, (Koech, 2012).

Leadership is an important skill in management, demanding the capability to motivate a target team towards common objective or purpose. Leadership pay attention on the progress and needs
of their followers. Managers who utilize transformational style of leadership usually pay attention on the progress and success of their employees value system, their level of motivation and ethical with the employees’ growth of their capabilities (Ismail et al., 2009). Currently, the leaders primarily assist followers attain their objectives as they work in the institutional environment; encouraging the team becoming accommodative and expressive to advance recent and enhanced customs and changes within the surroundings (Azka et al., 2011). Michael (2011) has expressed that leadership has a consequential reaction and effect relationship on institutions and their victory. Leaders are the ones who determine employee motivation, culture change, values & usefulness and tolerance. They mold organizational approach and strategies not forgetting their accomplishment and been productive.

Currently studies on leadership are based on theories from western and American (Haslam & Ryan, 2007). Many of the studies continue to reveal matters such as stereotypes (Howell & Avolio, 2004), or glass ceilings and gender roles in leadership (Bartol, K. M., Martin, D. C., & Kromkowski, J. A., 2003), or inspire to unveil outstanding employee leadership traits and behaviors (Katz, D. and Kahn, R.L, 1978); (Carl D, Gubta V,. & Javidan M.,, 2004). There is still small number of research on employee leadership in Africa. This study seeks discover the leadership styles that the leaders have embraced by scrutinizing the outcome on organizational achievement, that always translates the institution fulfillment.

With continued mismatch between the leadership style and the workforce expectations may lead to adverse organizational performance, it will lead to various organizational and operational costs. This cause starts from the reality that the management have different perceptions of employees and the workplace and also have different expectations on the leadership and performance ranging from individual views to organizational perspective. Poor leadership in organizations can cause interference in output, teamwork aggressiveness and segment fulfillment instead of seamless execution, this generates expenses for the organization. Since, long-term retention of a highly productive workforce is coveted, a major goal of managers is to maintain highly productive employees through appropriate.

Nonetheless, links between performance and leadership have been lacking on empirical studies conducted (Quick, 1992). A single important exception is the comprehensive study on the effect
on the achievement of leadership in the surrounding of the sea freight company of the Irelands. Thorolfur (1987) also proposed the difference in the achievement of distinct ships, operating on the same environment, can be considered for by the skills of leadership employed by the captains. Linking directly between the achievement and leadership during empirical studies have been lacking, inconclusive or empirically suspect. In conclusion, most of the stated mentioned evidence claiming to support the link of leadership-performance is unscientific and commonly give a lot of focus on the transformational task of leaders in organization victory (Simms, 1997 Quick, 1992). There was an observation that only handful of studies answered on what was commented by Portter and Mckibbin (1988) that most of the study outlined as reinforcing this assertion is neither conclusive nor factually distrust. The restricted, narrow or indecisive nature of the analysis detection in this area proposes the need to carry out further investigation on the impact of leadership management styles on institutional achievement in Kenya and specifically attention is made on Safaricom Limited and hence this study is a stride in this direction.

1.3 Objectives of the Study

1.3.1 General objectives

The purpose of the study was to find the effect of management leadership styles on organizational performance in Kenya

1.3.2 Specific objectives

The study was guided by the following particular objectives;

i) To evaluate how autocratic leadership style affect organizational performance in Safaricom Limited Kenya.

ii) To investigate how participative leadership style affect organizational performance in Safaricom Limited Kenya.

iii) To assess how laissez-faire leadership style affect organizational performance in Safaricom Limited Kenya.

iv) To find out how transitional leadership style affect organizational performance in Safaricom Limited Kenya.

v) To evaluate how transformational leadership style affect organizational performance in Safaricom Limited Kenya.
1.4 Research Questions

The research was governed to respond the succeeding main research questions:

i) What is the effect of autocratic leadership style on organizational performance at Safaricom Limited Kenya?

ii) How does participative leadership style influence organizational performance at Safaricom Limited in Kenya?

iii) To what extent does laissez-faire leadership style influence organizational performance at Safaricom Limited in Kenya?

iv) What is the effect of transitional leadership style on organizational performance in Kenya?

v) What is the effect of transformational leadership style on organizational performance in Kenya?

1.5 Scope of the Study

The study was mainly set to assessing leadership style effect on organizational fulfillment in Kenya. This study was conducted in Safaricom Limited in Nairobi Kenya for a period of four months with the study population comprising of the staffs in Safaricom Limited.

1.6 Significance of the Study

This study is of benefit to the following

The study is important to the management of Safaricom Limited by acting as management reference point for effective leadership both in the present and future. This will strategically place the organization in this extremely competitive, widely diverse, and complicated global business environment that is encountered currently.

The study will be helpful to scholars, academicians and researchers who may be having an interest to understand the ideas and notion of effective leadership. They may be able to utilize the findings for their subsequent studies that may be used as part of their literature review to build their research work.
The research will be of essence and important to the government of Kenya to respond the long outstanding questions on how to strengthen leader’s performance in statutory entities. This will enhance the performance of public servants and stakeholders through adapting proper styles of leadership.

The contribution of this study would be of interest to private organizations particularly profit making companies in order to be of relevant in competitive environment. This is within the domain of management and technology induced change. The benefaction of the study is anticipated to be of value to diverse organizations in any industry aiming to achieve better long term leadership through the use of proper leadership style.

1.7 Limitations and delimitations of the study

The major constraint of the study was reluctance of the respondents to fill the questions due to commitments in serving the clients as well as personal undertakings in the organization. This limitation was controlled by using drop and pick method in administering questionnaires to provide adequate time for them. Another limitation was fear of exposing confidential information by management employees. This limitation was controlled by assuring the respondents on the objectivity of the study. Assurance was also given to management that all information was to be used for research purposes only and the information provided was handled with strict confidence and their identity of respondents not be disclosed.

The study was delimited to the geographical boundaries of Safaricom Kenya Ltd. It was also delimited to the Safaricom Kenya Ltd staff. The study only focused on the variables under study, i.e. the reaction or outcome of leadership styles and institutional performance in Safaricom Kenya Ltd.
CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The chapter reviewed the literature available on leadership and organizational performance. A theoretical review was presented and Empirical studies in the relevant areas were also reviewed.

2.1 Theoretical Framework

The study was based on Situational Theory, Transformational Leadership Theory (TL), and Transactional Leadership Theories. Literature on leadership styles was also closely examined in the chapter.

2.1.1 Situational Theory of Leadership

As narrated by Hersey and Blanchard (1974), leaders progress between four divergent styles i.e. the coaching style, delegating style, directing and supporting styles-this depends on the condition in terms of the extent of progress of the subordinate and their own expertise and dedication. A subsequent model of the design (Hersey et al, 2001) discovered the four main approaches as participating approach, delegating approach, telling approach and selling approach delegating. This is an instinctive attractive approach that has always been accommodated and accepted with practitioners. According to Hersey-Blanchard this leadership style maintains that the leadership style maintained by the organization is a product of the situation the organization is undergoing. The situational factors include the readiness level of the employees in relation to the various job activities assigned. The leader’s role is to choose the style based on the competency, willingness and the nature of the employees in the organization. The leaders concentrate on the required responsibilities or functions on their relations with their subjects.

Though the theory of situational leadership stresses on the significance of adjusting the process of leadership to suit the followers needs in a given setting, a leader who is align to and utilizes this approach may concentrate on continuous adjustments in the very short term that he diverts off on the long-term involvement of leadership approach. A leader applying situational leadership may be judged not to be consistent hence followers can hardly predict, that can generate or cause mistrust and doubt in his administration. This is a key limitation in planning
and focusing on the strategic and the long-run achievement of an institution. The situational leadership theory is being criticized on the basis that the approach is entirely practical with no support from the needed conceptual and theoretical framework. The managers encounter obstacles in analyzing conditions in absentia of the required research mechanism and common appreciation behavior of the situation. The theme of situational approach that is required the management to know can be implemented in a specific situation in the absence of certain procedures, models and approach that are applicable to assess situation brings limitations to the approach.

2.1.2 Transformational Leadership Theory (TL)

Transformational leadership ensures leaders to make significant changes in the behavioral perspectives of their organizations in order to ensure goal achievement. A researcher by the name, Bass (1985), expounded the findings of (Burns, M., 1978) by describing the psychological procedures that are fundamental to transforming leadership. The scholar emphasized that the scale to which leaders are transformational is judged by their effect on the followers of the leader in terms of the level of degree to which they feel loyal, admiration, trust, respect and regard for the leader and are always ready to work vigorously than initially anticipated. As described by Bass, this happens since the leader influences, transforms and persuades through stimulating the mission and vision and accord the followers an identity.

Tichy and Devanna (Tichy & Devanna, 1986) summarized that leader with transformational trait has three key duties i.e. acknowledging the need for re-energizing, generating a new vision and establishing change (Burns I. M, 1978) Interpreted that a transformational leader elevates the employee degree of responsiveness about the significance and benefits of wanted results and the procedure of grasping those end results”. The said leader persuades those who follow him to eclipse or excel on activities that are advantageous to their interest for the goal and motives of the institution, while raising the followers’ extent of need on hierarchy of most basic needs of physical survival like security and safety to a level of self-fulfillment and self-actualization of the theory Abraham (Maslow, H., 1954). (Bass, B. M., 2008). Based on factual affirmation, Bernard (Bass, M, 1985) refined the original transformational leadership construct. Over a period of time, four aspect or features of transformational leadership transpired. These elements include
cognitive stimulation, individualized contemplation, glamorized effect and inspirational motivation. Researchers’ often categorize the last two elements together as charisma (Bass, 2006).

In order to bring about the wishes of institutional results through their followers, the transformational leader manifests the mentioned four elements individually to varying levels. (Bass & Riggio, 2000; 1990; 1985). Idealized effects integrate two distinct characteristics of the group correlation. Foremost, followers assign the leader with precise qualities that they desire to emulate the leader. Next, transformational leaders influence followers through their trait. Showing creative motivation necessitates behavior to inspire and influence companions by imparting a shared ideas and a challenge to the followers. Some of the inspirational motivation key attributes are exuberance and confidence (Bass, 2006). Cognitive stimulation enables principals/leaders to expand their groups’ endeavor at transformation by changing known challenges, questioning presumptions, using new systems, looking through to old and entrenched conditions and challenges (Bass, 2006). Cognitive stimulation necessitates been frank and openness on the side of the leader. Frankness without fearing to be criticized and increased degree of self-belief and confidence in situation that requires problem solving integrate to raise the personal-efficacy of followers. Increased self-ability guides to enlarge success and potency (Bandura, A, 1977). Personalized deliberation requires taking up the duties of a mentor or coach in order to support the group with extending their full prospective. Leaders impart knowledge opportunities & a friendly atmosphere (Bass, 2006).

Yukl (1999) advised transformational leaders to develop the vision which translates it into actions to be achieved by the organization. A transformational leader uses their personality traits in enhancing and shaping the followers perspectives through shared vision and motivation enhanced.

2.1.3 Transactional Leadership Theory

According to Bass and Burns, the theory of transactional leadership gives attention on the interchange that transpires between the followers and their leaders. This style calls for the leader to achieve set goals through the state of buying and winning followers’ hearts and mind through the exchange program developed. The leaders permit followers to realize their own prospective,
self-regard, reduce uneasiness in the workplace, and focus on clear institutional goals such as customer centricity, improved quality, lower costs, and realize grow production.

Burns (1978) holds that the connections between the leaders and those who follow him as sequences of exchanges of indulgence outlined to optimize institutional and individual benefits. Transactional style of leadership progresses for the marketplace of quick, easy undertaking among several followers and leaders, each progressing from transaction to transaction to explore for satisfaction. As noted by Burns (Burns, M, 1978), ‘such leadership arises when someone takes the capability in constantly contacting others for the motive of an exchange of things that has value. Tavanti (2008: 169) expressed that: leaders with transactional leadership traits exhibit particular leadership competence and they normally affiliate with the talent to obtain results, controlling through formal structures and procedures, solving problems, to organize, plan and work within the formal boundaries and structures of the institution.

Transactional leadership conforms to the stereotype of the manager instead of the leader. Bass (1985) attest that leaders can exhibit both transactional and transformational attributes. Tavanti (2008) expressed that transactional leadership behavior is utilized in one level or another by majority of the leaders. Transactional leaders reveals distinct leadership competence normally affiliated with the potential to acquire goals, managing processes and structures, to solve issues, to project, organize, and work within the composition and boundaries of the institution. The extent of interdependencies and integration that are required for the new working environment and the global competitiveness necessitate leadership that focuses beyond the basic transactional styles of leadership that demands management by exception and possible reinforcement, to the approaches that are inspirational, charming & charismatic and more so stimulating (Avolio 1998, Bass 1998 and Bass & Avolio 1995).

2.2 **Leadership Styles**

Each leader in all kind of organization accomplishes certain duties or tasks for seamless and smooth running of the institution and development of institutional achievement. The approach in which the leader executes these tasks and administers the events of the institution is known as the leader leadership style. Therefore, the style of leadership is the way a manager of the head guide or steers (Bryman, 2011) The styles of Leadership are numerous and broad as the way they are
defined and given notions of the leadership. Divergent scholars and renowned researchers did come up with leadership styles that are different from each other.

Leadership theories present various leadership styles including transactional leadership, charismatic leadership, and transformational leadership style. Tannenbaum and Schmidt (1958) also identify four widely accepted and used leadership styles: democratic, autocratic, dictatorial, and laissez faire leadership. Among the influential and well known formats for categorizing and studying leadership incorporates three approaches of leadership i.e. laissez-faire (non-leadership), transactional style (based on compensation system and discipline or punishments) and transformational (established on innovation, inspiration and behavioral charisma) (Bass, B. M., & Avolio, 2003). Beneath is a brief analysis of some familiar style of leadership features listed above and their possible effect on organizational performance.

Following are short exploration on some known styles of leadership aspects listed and likely effect on the performance of the institution.

2.2.1 **Transformational leadership**

The above mentioned style of leadership focuses on the success of the workers, give motivation and support to advance on their ability (Nielsen et al, 2008). The said style of leadership (transformational) aid minion’s attain their objectives working in the company position; the style of leadership inspire companions be meaningful and be able adjust new changes in their surroundings (Bass, B. M., & Avolio, B. J, 1994). Bass went ahead and reveals that such style of leadership inspires and influences followers. It moves followers away from self-serving and egotism at the same time and enables the people to concentrate on the interest good of the team or society. Leaders with trait of transformational style are able to persuade and influence an appealing vision of the future by leading and sharing the ideologies through example. Such leadership enhances the morale of the team and inspires the team members’ spirit (Stewart, J, 2006). The study conducted by Howell and Avolio (J.M & B.J, 1993) summarized that the level of transformational leadership like individual consideration, intellectual stimulation level and the charisma in any manager has a direct effect on the organization section's achievement (Judge & Piccolo, 2004, Howell and Avolio (1993).
2.2.2 Bureaucratic Leadership

Bureaucratic leaders generate use and depend on formal strategy to meet institutional objectives. Policies or blueprints steers accomplishment, approach, purpose and results. Leaders who use bureaucratic leadership style mainly rely on defined policy to persuade followers execute organizational goals. In accomplishing the tasks, they communicate a clear and direct message that policy outlines on the direction job performance. Bureaucratic leaders are normally strictly dedicated and committed to systems, processes and procedures rather than the people, and as a result of implementing such leadership style, they seem to be unapproachable, reserved and highly unfavourable. The distinct complication or problems related by applying rigid strategies to steer aren’t regularly salient till the destruction is realized. The risk or fear is that the exceptional advantages, advancing and motivating people of leadership are disregarded by bureaucratic leaders (Michael. A., 2010). This leadership style is suitable jobs that require secure risks or where huge amount of money such as banks or when supervising workers who execute regular and routine jobs. Bureaucratic style of leadership is much less constructive for institutions that depend on tolerance, innovation and creativity.

2.2.3 Autocratic Leadership

Leaders of autocratic leadership style are authoritative where the want the subordinate to take instructions as they say. Such leaders have no experience in leadership since they were appointed to the leadership position or responsibility bestowed that involves managing people. The rights for making decisions are retained by the autocratic leaders. Such acts can harm and destroy an institution with a negative repercussion as they coerce the employees to accomplish tasks and objectives in a very shallow way, build upon personalized objectives. Such style of leadership has no common vision and the level of motivation is minimal with coercion. Devotion, innovation, transformation and creativity are removed and abolished by autocratic style of leadership. Followers of autocratic leaders buy time and wait for irreversible and unavoidable failure such leadership make and the ultimate eviction of the leader there after (Michael. A., 2010).
2.2.4 Charismatic Leadership

Charismatic leadership style is considered to be the strongest and valued style of leadership maintained by the leaders. Leaders in this approach acquire followers through their personality attributes which are admired by the followers. This style bestow environment to be innovative at the same time be creative. However, a problem arises when they leave the organization it can appear rudderless and with no regulation for long since leaders with charismatic style progress substitution when they leave. Such leadership is built on powers of character (Michael. A., 2010).

2.2.5 Laissez-faire Leadership

Under laissez faire leadership, the manager transfers and delegates virtually all powers and control to workers. The organization under such leadership has no individual in charge of command. There are no direct leadership since the organization is been lead indirectly and the manager doesn’t make decision instead he or she obeys and accept popular resolutions and decisions. The manager hardly sets the institutional objectives, plan and purpose. Organization’s functions and tasks are not done as per the laid down procedures but rather the way the administrator believes it to be executed. He only gets involved upon request and such act leads to the departure from extensive strategy of the institution. Such style of leadership becomes successful and productive in an institution where the employees have experience of the job and admirably motivated (DuBrin, A. J., 1998), but this may lead to fail when employees are ambiguous, illusive and not trusted. Laissez-faire style of leadership is affiliated with managers who are dissatisfied, disappointed, ineffectiveness and unhappy with the job (Deluga, R.J., 1992).

2.3 Leadership Style and Organizational Performance

The body of research on the relationship between leadership style and organization achievement continues to grow. Most analysis show institutional achievement has remarkable association with the style of leadership, and dissimilar styles of leadership have a negative or positive interrelationship with the achievement of the institution (Shieh C. & Tang M, 2011).
(McGrath, G. R & MacMillan, 2000) are of the view there are notable association between the style of leadership embraced by managers and company achievement. Successful style of leadership is observed as a powerful source of success in management and sustainable aggressive edge. Styles of leadership assist institutions attain their present goals systematically by associating the work production to valued benefits while making sure the workers are availed all the necessary machineries and resources required for the job to be effected.

Madrid et al. (2007) commented that high accomplishing organizations have the talent to promptly produce a diverse a of firm and association interest and generating employment, creation of wealth and attracting resources. They further observe that a precise and correct measure of achievement provides dependable and authenticated awareness into what influences performance and how organizations can succeed good approaches, arrange resources, improve customer centricity and be in competition. All commercial institutions objectives are make profit. All projects, schemes and master plans outlined are thereof meant to realize the objective of profit generation. Therefore, it does not mean that banking institutions do not have other objectives and plans. Financial institutions could also participate on economic and social objectives (Alexandru et al., 2008).

(Y, 2002) contrasted the leadership achievement with the style leadership in learning institutions and business firms, and observed that the performance of an institution had a notably constructive correlation and connection with the style of leadership in both enterprises and learning institutions. It is also crucial and significant to understand the reaction of leadership on achievement since leadership is regarded as one of the main driving forces in enhancing performance of an institution. Vibrant and constructive leadership is observed as a formidable and forceful source of management progress and maintained competitive edge for institutional achievement advancement (Rowe, 2001; Avolio, 1998; Lado, Boyd & Wright, 1993)

2.4 Empirical literature

A study by Ross and Offerman (S., & L., 1997) that sought to examine the personality traits affiliated with the leadership style transformational and if such leadership had an effect on organizational performance when performance was measured using objective criteria obtained from academic, athletic, or military areas. The analysis strongly found support prognosis that
identity traits can differentiate other types of leaders from those with transformational leadership trait. The study disclosed that there are no remarkable connection between the objective criteria of performance and leadership of transformational. The study however did not use achievement evaluation to uphold and that can be verified as proposed in the current study. (Pillai, R., & Williams, E. A., 2004) conducted a study in a Fire Department in the USA to initiate the association between achievement, obligation and transformational leadership. The outcome revealed that transformational leadership was affiliated to section achievement and devotion. However, the study did not establish the influence of the leader behaviour on other employee outcomes or any other factors that complement transformational leadership.

(Kark, R. & Eagly, A, 2010) found that male leaders appraised lower than the female ones on participation, operation, consistency and age. They also found that there is very little distinction on how women and men are assessed for leadership the age of 40. Youthful leaders tend to appraise themselves less appreciative than leaders who are older, nonetheless however this isn’t true for how others within the institution judge the leader. This proposes that youthful leaders could reap from pursuit that uplifts their self-confidence. This is especially accurate for those women who fall below the age of 40. Institutions, such as Safaricom Limited which is a good example, flourishing youthful leaders, primarily women, need to remember when creating programs on leadership development or other pursuit to assist their leaders.

Hancott (2005) investigated the connection between organizational achievement and transformational leadership in more than 100 of the largest public institutions in Canada using organization’s stock performance as the measure of performance. The study revealed that transformational leadership style exercised familiar to leaders of the leading performing public institutions in Canada. Nonetheless, the study did not conclusively show a association of transformational leadership on performance. Additionally, the measure of performance used in this study is currently not relevant to universities in Kenya since they are not listed on the securities exchange.

Wang et al (2005) conducted a study to test whether LMX mediated perceived transformational leadership behaviour, followers” task performance and OCB using leader-follower dyads in an organization in China. The outcomes of the study revealed that LMX completely moderated the
relationships between transformational leadership, task performance and OCB. The study however did not investigate the impact of this relationship on the overall organizational performance or on any other follower outcomes like job satisfaction. Mwangi et al (2011) carried out a survey on the significance of emotional intelligence on transformational leadership in public universities in Kenya; the outcome instituted that there is an interconnection between emotional intelligence and transformational leadership. However, having faith and esteem regards for the leader as well as openness to change and new ideas that are elements of transformational leaders did not show significant relationships. The impact of this relationship on performance of the followers or that of the universities was also not investigated.

A research by Afshari et al (2012) analyzed the connection between the use of computer, computer expertise and transformational leadership task of institutional leaders in implementing information and communication technology in schools. The respondents in the study were principals from 320 schools in Iran. The findings showed that transformational leadership was notably connected to computer competence and that there was a strong and effective interconnection between transformational leadership and computer use. However, the study did not probe and explore the effect of information and communication technology use on performance.

Another study conducted by Mokgolo et al (2012) in the South African on service to check and establish whether transformational leadership has a favourable relation and alliance with three variables, job satisfaction and achievement or performance, workers leadership acceptance, established a positive relation between the three variables and transformational leadership. The study however did not analyze other constructs affiliated to the results and effectiveness of organizations like OCB and employee commitment or organizational characteristics as proposed in this study. Finally, a study by Sadeghi and Pihie (2013), to examine the leadership style utilized by departmental heads in enhancing lecturers’ job satisfaction in three leading Malaysia’s research organizations, established that transformational leadership enhances lecturers duties contentment more than the rest of leadership styles.
2.5 Conceptual Framework

Independent variable                                                                                                 Dependent variable

Figure 2.1 conceptual framework

Source: Researcher, 2016
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction.

Kothari (Kothari, C. R. , 2004) asserts that the motive of the research methodology is to give details concerning procedures used in conducting the study. These steps include research design, target population, sampling techniques and sample size, data collection instruments and procedures and data analysis techniques and finally limitation of the study.

3.2 Research Design

A descriptive research design was used to acquire information about the role of competitive strategies in organizational performance. According to Burns and Grove (2003) a descriptive study is tackled so as to establish and be able to relate the features and characteristics of variables in a condition. This research design provides the picture of the situation in its natural happening. It enables explanation and interpretation of the conditions of the situation in the present form.

3.3 Target Population

The population of study encompasses the total collection of all items, units, cases or elements about which the research conclusions are made (Kothari C.R, 2007). In the study the population of interest were staff of Safaricom Limited. Mugenda and Mugenda, (O.M & A.G, 2003), stated that the population should hold observable characteristics in which the researcher wishes to draw generalized conclusion. The population characteristic is as summarized in Table 3.1;

Table 3.1: Target population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level</td>
<td>20</td>
</tr>
<tr>
<td>Middle level</td>
<td>50</td>
</tr>
<tr>
<td>Lower level</td>
<td>72</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
</tr>
</tbody>
</table>

Source: Researcher, (2016)
3.4 Sampling procedures

Stratified random sampling was applied. It involves grouping the population of the study in smaller groups based on similarity in characteristics. The study grouped the population in various strata which are mutually exclusive. Donald & Pamela (Cooper, D. R., & Schindler, P. S., 2006) state that the sample size is the selected element or subset of the population that is to be studied. To fortify that the sample precisely represents the population, (Cooper, D. R., & Schindler, P. S., 2006) further recommend that the researcher must distinctly define the characteristic of the population, establish the needed sample size and select the best method for choosing members of the sample from the larger population. A sample size of 104 respondents was selected.

3.5 Sample Population

As Stocker (2010) points out, a sample is used to obtain representatives information in respect of a population. The study used Slovin's formula to find sample size, written as:

\[ n = \frac{N}{1 + Ne^2} \]

where

- \( n \) = Figure of samples,
- \( N \) = Total population and
- \( e \) = Error tolerance

Assuming margin error (e) of 0.05, and \( N = 142 \), \( n \) is obtained as \( n = 104.8 \) which gives sample size as shown in the table 3.2;

**Table 3.2: Sample Size**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Sample</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level</td>
<td>20</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>Middle level</td>
<td>50</td>
<td>40</td>
<td>38</td>
</tr>
<tr>
<td>Lower level</td>
<td>72</td>
<td>50</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>142</strong></td>
<td><strong>104</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, (2016)
3.6 Research Instruments

The research data was gathered by the use open ended and closed ended questions. The questionnaires were designed to collect qualitative and quantitative data. The questionnaires included both closed and open ended questions that were administered by the researcher to the respondents.

3.7 Data Collection Method and Procedures

The data was obtained from the staff working in Safaricom Limited. The questionnaires contained closed-ended questions and some few open ended questions. These types of questions were accompanied by a list of attainable alternatives from which respondents are required to select the answer that best describes their situation. A set of 104 questionnaires were issued to participating staff by dropping them and collecting them later. In order to grant the respondent in giving their responses in a free environment, questionnaires were applied. This was because they were committed in the course of work hence required ample time for the response.

3.8 Testing for Validity & Reliability

At this stage the research instrument was tested whether it was valid to represents the content appropriate to the sample population and its accuracy in measuring all these aspects. Validity is the amount of systematic or built-in error in measurement, while reliability indicates the precision or correctness of the measuring instrument (Norland, 1990). Before fully embarking on a data collection exercise, researcher proposes to conduct a field test of the developed questionnaire to determine its feasibility and applicability for this study. The study validated the instrument to check its reliability. After pretest, revision was made in content structure and organization before starting of the actual study. Preliminary questionnaires were designed. The designed questionnaires were used to investigate motivation influence and its impact on organizational performance at the county. The filled questionnaires were analyzed for clarity, consistency, accuracy and relevance. The pilot study was also established. The procedure used in the pilot study was then used in the real study and to see whether they produce similar results. The results generated by the current study were therefore deemed to be valid and a fair representation of the entire population under study.
3.9 Ethical Issues

Consent carrying out the study was sought and granted by the respondents through introduction letter for request of permission that was attached to questionnaires. The researcher gave exhaustive disclosure of the study purpose or objective and how the research procedure was performed. High level or degree of confidentiality and data privacy was retained and the findings were only used for academic reason.

3.10 Data Analysis Techniques and Procedure

Completed and filled questionnaires were examined and managed for completeness and consistency. A predetermined coding scheme was used to code the data collected and they were examined quantitatively and qualitatively. The system used by the researcher was SPSS. Quantitative analysis was carried out using descriptive statistic i.e. tables, frequent counts, percentages, per charts to reveal dissimilarities in frequencies, graphs in describing distributions and bar charts to exhibit ordinal or nominal data. The data was presented by the use of tables and graphs.

The research adopted the regression model below to determine the relationship between variables;

\[ Y = F (X_1, X_2, X_3, X_4, X_5) \]

\[ Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \alpha_5 X_5 + \varepsilon. \]

Where: \( Y \) = Organizational Performance, \( X_1 \) = autocratic, \( X_2 \) = participative, \( X_3 \) = laissez-faire, \( X_4 \) = transitional, \( X_5 \) = transformational, \( \alpha_0 \) = Constant \( \varepsilon \) = Margin of Error

Cross tabulation was run on Statistical Package for Social Sciences (SPSS) to institute correlations between the different variables. The researcher then organized the results around the objectives of the current study. All information was then put together for the research to make conclusion and recommendations.
CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

The chapter presented the analysis and the collected data. Discussions emanating from the findings were also done. The chapter analyzed the findings and presented data at the same level as the purposes of the survey. The data obtained was presented in tabular form, percentages and in descriptive statistics such as bar graphs.

4.2 Response Rate

A sample size of 104 respondent was earmarked by the study which 70 of the filled in the questionnaire and returned formed a response rate of 67.3%. The attained rate of reaction was good hence conformity to (Kothari, C. R. , 2004) and (Mugenda & Mugenda, 2003) specified that a response rate of 50% is sufficient for reporting and analysis; a 60 percent rate is good and over 70 percent is deemed to be excellent.

Source: Author (2016)

Figure 4.1: Response rate
4.2.1 Demographic profile of the respondents

Table 4.1: Age of the respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>No. of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 years</td>
<td>5</td>
<td>7.1</td>
</tr>
<tr>
<td>21 – 25</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>26 – 30</td>
<td>16</td>
<td>22.9</td>
</tr>
<tr>
<td>31 – 35</td>
<td>23</td>
<td>32.9</td>
</tr>
<tr>
<td>Above 36</td>
<td>19</td>
<td>27.1</td>
</tr>
<tr>
<td>Totals</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2016)
Source: Author (2016)

Figure 4.2: Age of the respondents

It indicates that most of those who responded have the age bracket between 31-35 years and were represented by 32.9% response rate. The second mostly presented ages were above 36 years presented by 27.1%, followed by age between 26 – 30 years presented by 22.9%, followed by those between age brackets of 21 – 25 with 10% represented and finally those who were below the age of 20 years who were represented by 7.1% of the respondents. This indicates that most of the respondents’ age ranges at 26 – 36 and above years and they are aware of leadership styles in the organization.
Table 4.2: Gender of the respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>No of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>38</td>
<td>54.3</td>
</tr>
<tr>
<td>Female</td>
<td>32</td>
<td>45.7</td>
</tr>
<tr>
<td>Totals</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2016)

Figure 4.3: Gender of the respondents

It indicates that most of the respondents were male represented by 54.3% of the respondents. The female respondents were represented by the least response rate of 45.7%. The gender distribution is important due to the fact that employee perception on leadership styles may be affected along gender lines compared to others (Eagly, A.H, 2013) for example male gender is highly affected by the leadership styles and this gives a good percentage of response.
Table 4.3: Level of education of the respondents

<table>
<thead>
<tr>
<th>Level of education</th>
<th>No of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>8</td>
<td>11.4</td>
</tr>
<tr>
<td>Diploma</td>
<td>16</td>
<td>22.9</td>
</tr>
<tr>
<td>Degree</td>
<td>33</td>
<td>47.1</td>
</tr>
<tr>
<td>Post Graduate Degree</td>
<td>13</td>
<td>18.6</td>
</tr>
<tr>
<td>Totals</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2016)

Figure 4.4: Showing the level of education of the respondents

Source: Author (2016)
In the table 4.3 based on the level of education it can be seen that Certificate 11.4%, Diploma 47.1%, Degree 22.9% Post Graduate Degree 18.6%. This stipulate that most of the respondents have attained the diploma level education and above, this specifies that most of the respondents can easily understand the effect of leadership styles. The rest of the respondents have not attained the diploma level of education, this may be the reason for varied responses.

Table 4.4: Department

<table>
<thead>
<tr>
<th>Level of education</th>
<th>No of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>12</td>
<td>17.1</td>
</tr>
<tr>
<td>Human Resource</td>
<td>10</td>
<td>14.3</td>
</tr>
<tr>
<td>Management</td>
<td>15</td>
<td>21.4</td>
</tr>
<tr>
<td>Operations</td>
<td>33</td>
<td>47.2</td>
</tr>
<tr>
<td>Totals</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2016)
Figure 4.4: Showing the response from departments

It indicates that most of the respondents are from the operations departments which are the core business of the organization with a response figure of 47.2% followed by the management with 21.4% response rate then ICT and human resource department has a response rate of 17.1% and 14.3% respectively. The operations department is highly affected by the leadership styles and hence right data was obtained.

4.5 Leadership Styles

4.5.1 Autocratic Leadership Style

The first motive of the survey was to appraise the outcome of autocratic leadership style on organizational achievement. It was examined using four metrics that is: Good leadership is guaranteed; presence of strong style of leadership, only authorized leaders have exclusive powers to enforce rules, Stakeholders information kept safely and securely. A Likert scale of strongly disagree (SD), disagree (D), neutral (N), agree (A) and strongly agree (SA) was used. The results in regard to safety of stakeholders’ information were 0.00% (SA), 0.00% (A), 20.0 % (N), 54.28% (D), and 25.71 % (SD). The finding for the exclusive powers to enforce rules was 0.00% (SA), 1.43% (A), 22.87 % (N), 51.42% (D), and 24.28% (SD). The results for Strength of the style of leadership was 30.0% (SA), 45.71% (A), 24.29 % (N), 0.00% (D), and 0.00% (SD) while the results for the guarantee of good leadership were 22.85% (SA), 50.0% (A), 27.15 % (N), 0.00% (D), and 0.00% (SD). These outcomes were summarized as below.

Table 4.5: Frequency Distributions of Autocratic Leadership Style

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders information is kept safely and securely</td>
<td>0.00%</td>
<td>0.00%</td>
<td>20.0%</td>
<td>54.28%</td>
<td>25.71%</td>
<td>100%</td>
</tr>
<tr>
<td>Only authorized leaders have exclusive powers to enforce rules</td>
<td>0.00%</td>
<td>1.43%</td>
<td>22.87%</td>
<td>51.42%</td>
<td>24.28%</td>
<td>100%</td>
</tr>
<tr>
<td>There is strong style of leadership</td>
<td>30.0%</td>
<td>45.71%</td>
<td>24.29%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>100 %</td>
</tr>
<tr>
<td>Good leadership is guaranteed</td>
<td>22.85%</td>
<td>50.0%</td>
<td>27.15%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>100 %</td>
</tr>
</tbody>
</table>
The means, standard deviations and variances were also analyzed where the metrics used were Strongly Agree up to Strongly Disagree represented the scale of 1,2,3,4 and 5. A score of less than 1.5 means the respondents Strongly Disagreed with the statement given. A score 1.5 and above but less than 2.5 meant the respondents Disagreed with the statement given. A score of 2.5 and above but less that 3.5 meant the respondents were neutral. A score of 3.5 and above, but less that 4.5 indicated that the respondents Agreed. A score of 4.5 and above indicated Strongly Agreed with the statement given. The results for the findings indicated that for the first statement: Stakeholders information kept safely and securely were 1.5, 0.965 and 0.93 for mean, standard deviation and variance respectively. The mean of 1.5 indicated that the respondents disagreed on average that stakeholder’s information kept safely and securely. This meant that all relevant information was availed to the employees who could have acted as a great drive towards achieving the vision and mission of the organization. For second statement only authorized leaders have exclusive powers to enforce rules had the following means, standard deviation and variance respectively 1.8, 0.588 and 0.35. The mean of 1.8 showed that respondents disagreed meaning that they were allowed to make decisions at ones capacity though the decision could be limited. The third statement strong style of leadership had a mean of 4.0 with standard deviation of 1.35 and a variance of 1.82 indicating that respondents agreed that it’s a strong style of leadership and hence may led to motivation. The last statement was that good leadership is guaranteed with 3.8, 0.875 and 0.77 of mean, standard deviation and variance respectively. This indicated that they agreed that good leadership was guaranteed and this could act as job security and improved performance by the employees. On average autocratic leadership was not in position and this could have accounted for high performance levels in the sector. The Means, Standard Deviations and variances are tabulated in table 4.6 below.
Table 4.6: Means and Standard Deviations of Autocratic Leadership Style

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders information is kept safely and securely</td>
<td>70</td>
<td>1.5</td>
<td>0.965</td>
<td>0.93</td>
</tr>
<tr>
<td>Only authorized leaders have exclusive powers to enforce rules</td>
<td>70</td>
<td>1.8</td>
<td>0.588</td>
<td>0.35</td>
</tr>
<tr>
<td>There is strong style of leadership</td>
<td>70</td>
<td>4.0</td>
<td>1.35</td>
<td>1.82</td>
</tr>
<tr>
<td>Good leadership is guaranteed</td>
<td>70</td>
<td>3.8</td>
<td>0.875</td>
<td>0.77</td>
</tr>
</tbody>
</table>

4.5.2 Participative Leadership Style

To achieve the study purpose, those who responded were asked to specify the level to which they assessed participative leadership. Respondents were asked to use a scale of 1 to 5 to rank the strategies. In the given scale: 5 representing Strongly Agree descending up to 1 as strongly disagree. Four statements of participative leadership were examined and the frequency distributions obtained as follows: First metric leadership involve all the stakeholders in decision making had the following results 51.42% (SA), 30.00% (A), 17.15% (N), 1.43% (D), and 0.00% (SD). In regards to how leaders exercise professional care when handling others, the results were 27.14% (SA), 41.42% (A), 28.57% (N), 2.85% (D), and 0.00% (SD). On the other hand, in relations to the most staff do not understand the need their involvement in leadership
0.00 % (SA), 0.00 % (A), 22.87% (N), 51.42% (D), and 25.71% (SD). And lastly in regards to suggestions made by employees are highly considered 24.28% (SA), 52.86% (A), 21.43% (N), 1.43% (D), and 0.00% (SD). These results were tabled in the frequency distribution table below.

**Table 4.7: Frequency Distribution of Participative Leadership Style**

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership involves all the stakeholders in decision making</td>
<td>51.42%</td>
<td>30.00%</td>
<td>17.15%</td>
<td>1.43%</td>
<td>0.00%</td>
<td>100%</td>
</tr>
<tr>
<td>Leaders exercise professional care when handling others</td>
<td>27.14%</td>
<td>41.42%</td>
<td>28.57%</td>
<td>2.85%</td>
<td>0.00%</td>
<td>100%</td>
</tr>
<tr>
<td>Most staff do not understand the need for their involvement in leadership</td>
<td>0.00%</td>
<td>0.00%</td>
<td>22.87%</td>
<td>51.42%</td>
<td>25.71%</td>
<td>100%</td>
</tr>
<tr>
<td>Suggestions made by employees are highly considered</td>
<td>24.28%</td>
<td>52.86%</td>
<td>21.43%</td>
<td>1.43%</td>
<td>0.00%</td>
<td>100%</td>
</tr>
</tbody>
</table>

The means, standard deviations and variances were also analyzed where the metrics scale used were of 1 to 5 representing strongly agreed to strongly disagreed. The variances, means and standard deviations for the first statement which was leadership involve all the stakeholders in decision were 4.6, 1.3 and 1.69 respectively. The mean of 4.6 specifies that the respondents strongly agreed that all stakeholders were involved in the leadership. This makes employees feel that they own decisions in the organization as well as facilitating change. In regards to second matric leaders exercise professional care when handling others, the means, standard deviations and variances were 3.5, 1.4 and 1.96 respectively. The mean of 3.5 indicated that respondents agreed that leaders exercise professional care when handling others. This was significant since employees with high degrees of organization-person capabilities consider to be part of those who contribute to the success and feel the organization is bigger than them hence more likely in engaging behaviors that facilitate team work and group efficiency (Hoffman et al., 2011). On the third statement most staff do not understand the need for their involvement in leadership the results of the findings had 1.6, 0.61, and 0.78 as Mean, Std. Dev. and variance respectively. This showed that the respondents did not agree with the statement indicating that there was intrinsic motivation of the employees to take part in the leadership and management at different
capacities. It primarily aids those who follow attain their objectives working in the institutional environs; it motivates workers to be adaptive and eloquent to recent and revamped changes and practices in the surrounding (Bass, B. M., & Avolio, B. J, 1994). Lastly on the metric about suggestions made by employees being highly considered, Mean Std. Dev. and Variance was 3.9, 1.2 and 1.44 respectively. The mean of 3.9 meant that they agreed on the statement meaning that employees’ suggestions are highly considered hence they are motivated and confident. Consideration of employees brings inherent dedication to the corporate goals of the firm and this could have resulted to higher organizational performance in Safaricom Ltd.

**Table 4.8: Means and Standard Deviations of Participative Leadership Style**

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership involves all the stakeholders in decision making</td>
<td>70</td>
<td>4.6</td>
<td>1.3</td>
<td>1.69</td>
</tr>
<tr>
<td>Leaders exercise professional care when handling others</td>
<td>70</td>
<td>3.5</td>
<td>1.4</td>
<td>1.96</td>
</tr>
<tr>
<td>Most staff do not understand the need for their involvement in leadership</td>
<td>70</td>
<td>1.6</td>
<td>0.78</td>
<td>0.61</td>
</tr>
<tr>
<td>Suggestions made by employees are highly considered</td>
<td>70</td>
<td>3.9</td>
<td>1.2</td>
<td>1.44</td>
</tr>
</tbody>
</table>
4.5.3 Laissez-Faire Leadership Style

The third motive of the research was to analyze the outcome of laissez faire on organization achievement. This objective was examined using four statements which were: employees have complete freedom in decision making, sharing of leadership with colleagues is a norm; employees receive little input from the leader; in complex situation the subordinates workout the problem on their own. A Likert scale of 1 to 5 was used to rank the responses. The results for the first statement that employees have complete freedom in decision making were 1.43 % (SA), 4.28% (A), 20.0 % (N), 48.58% (D), and 25.71 % (SD). In regards to sharing of leadership with colleagues as a norm were 12.85 % (SA), 15.71% (A), 54.30% (N), 10.00% (D), and 7.14% (SD). The third statement about employees receive little input from the leader the findings revealed the following results 0.00% (SA), 1.43% (A), 24.29 % (N), 47.14% (D), and 27.14% (SD) and finally for the last statement complex situation, the subordinates workout the problem on their own the results were 0.00% (SA), 4.3% (A), 9.99 % (N), 55.71% (D), and 30.00 % (SD).

The frequency distributions for the findings were tabled as followed.

**Table 4.9: Frequency Distribution of Laissez-Faire Leadership Style**

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees have complete freedom in decision making</td>
<td>1.43%</td>
<td>4.28%</td>
<td>20.0%</td>
<td>48.58%</td>
<td>25.71%</td>
<td>100%</td>
</tr>
<tr>
<td>Sharing of leadership with colleagues is a norm</td>
<td>12.85%</td>
<td>15.71%</td>
<td>54.30%</td>
<td>10.00%</td>
<td>7.14%</td>
<td>100%</td>
</tr>
<tr>
<td>Employees receive little input from the leader</td>
<td>0.00%</td>
<td>1.43%</td>
<td>24.29%</td>
<td>47.14%</td>
<td>27.14%</td>
<td>100%</td>
</tr>
<tr>
<td>In complex situation, the subordinates workout the problem on their own</td>
<td>0.00%</td>
<td>4.3%</td>
<td>9.99%</td>
<td>55.71%</td>
<td>30.00%</td>
<td>100%</td>
</tr>
</tbody>
</table>

The means, standard deviations and variances were also analyzed where the metrics used were Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD) represented as 1,2,3,4 and 5. The means, standard deviations and variances for the first statement which employees have complete freedom in decision making were 1.9, 0.65 and 0.42
respectively. The mean was above 1.5 therefore on average the respondents tended to disagree with the given metric meaning that on average, there was a specified degree of control to ensure employees conform to set standards. The second metric which was on sharing of leadership with colleagues is a norm had neutral results as reflected in the mean of 2.9 while the standard deviation and variance were 0.896 and 0.80. In relation to employees receive little input from the leader the findings revealed the following results the mean, standard deviation and variance of 1.5, 1.15 and 1.32. The mean average of 1.5 showed that the respondents disagreed that they receive less input from their leaders. The leaders in the sector gave total support on the subordinates. The final statement that is in complex situation, the subordinates workout the problem on their own were represented by mean, standard deviation and variance of 1.3, 0.575 and 0.33 respectively. The mean below 1.5 indicated that they strongly disagreed. On average the respondents disagreed that laissez faire leadership style was in place since laissez faire leadership is defined as “leaders behavioral style who predominantly give the team absolute freedom and hardly communicate feedback” (Bartol & Martin, 1994, p.412). This means that there was consistent guidance and feedback on the tasks performed by employees. These findings were tabled based on mean, std. dev. and variance in table 4.10 below.

Table 4.10: Means and Standard Deviations of Laissez- Faire Leadership Style

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees have complete freedom in decision making</td>
<td>70</td>
<td>1.5</td>
<td>0.65</td>
<td>0.42</td>
</tr>
<tr>
<td>Sharing of leadership with colleagues is a norm</td>
<td>70</td>
<td>2.9</td>
<td>0.896</td>
<td>0.80</td>
</tr>
<tr>
<td>Employees receive little input from the leader</td>
<td>70</td>
<td>1.5</td>
<td>1.15</td>
<td>1.32</td>
</tr>
<tr>
<td>In complex situation, the subordinates workout the problem on their own</td>
<td>70</td>
<td>1.3</td>
<td>0.575</td>
<td>0.33</td>
</tr>
</tbody>
</table>
4.5.4 Transactional Leadership Style

The fourth motive of the study was to evaluate the effect of transactional leadership style on organization achievement. To achieve the study objective, four metrics were used to examine the findings. They were: The leader makes clear expectation, before the problem gets worse, my supervisor intervenes, Leader monitors performance and keeps track of mistake and “my supervisor regularly does not appreciate good performance”. A Likert scale: 5 to 1 where 5 represented Strongly Agree (SA) 2- Agree, 3- Neutral, 2- Disagree, 1- Strongly Disagree. The results in regards to leaders making clear expectations indicated the following percentages based on the frequencies which were: 22.86% (SA), 55.71% (A), 20% (N), 1.43% (D), and 0.00% (SD). In context to second metric, before the problem gets worse, my supervisor intervenes; the results were 21.42% (SA), 52.85% (A), 22.86% (N), 2.87% (D), and 0.00% (SD). The results for the third metric which was; the leader monitors performance and keeps track of mistake were 21.42% (SA), 54.28% (A), 22.86% (N), 2.86% (D), and 0.00% (SD). Finally the results in the context that manager frequently does not acknowledge good performance were: 0.00% (SA), 4.3% (A), 11.43% (N), 34.28% (D), and 49.99% (SD). Based on the frequency distributions, it is revealed that transactional style of leadership is in place. The frequency distribution of transactional leadership style is shown in the table 4.11
Table 4.11: Frequency Distribution of Transactional Leadership Style

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leader makes clear expectation</td>
<td>22.86%</td>
<td>55.71%</td>
<td>20.0%</td>
<td>1.43%</td>
<td>0.00%</td>
<td>100%</td>
</tr>
<tr>
<td>Before the problem gets worse, my supervisor intervenes</td>
<td>21.42%</td>
<td>52.85%</td>
<td>22.86%</td>
<td>2.87%</td>
<td>0.00%</td>
<td>100%</td>
</tr>
<tr>
<td>Leader monitors performance and keeps track of mistake</td>
<td>21.42%</td>
<td>54.28%</td>
<td>21.44%</td>
<td>2.86%</td>
<td>0.00%</td>
<td>100%</td>
</tr>
<tr>
<td>My supervisor regularly does not appreciate good performance</td>
<td>0.00%</td>
<td>4.3%</td>
<td>11.43%</td>
<td>34.28%</td>
<td>49.99%</td>
<td>100%</td>
</tr>
</tbody>
</table>

The means, standard deviations and variance of the transactional leadership style were also examined. The Likert scale with the descriptors Strongly Agree (SA) to Strongly Disagree (SD) represented 1 to 5 respectively. The mean, standard deviation and variance for the first metric were as follow: 4.3, 0.981 and 0.96 respectively. This means that they agreed with that statement that is clear expectations are drawn by the leader. Attention is given on the swaps that are happening between the companions and leaders by the transactional leadership. With clear definition of expectations, the subordinates work vision of the organization. One of the ways in focusing the requirements on the subordinates by transitional leadership is emphasizing particular task achievement (Hargis et al, 2001). Leaders with transactional leadership trait are effective in executing particular and specific assignments accomplished by managing every segment individually. Similarly, many other studies also found objective or target setting and clarifying achievement projections being a significant leader behavior in normal business environment (Wageman, 1997). The second statement before the problem gets worse, my supervisor intervenes the mean, and standard deviation and variance were: 4.1, 1.12 and 1.25 in the order given. A mean of 4.1 meant that the respondents agreed that the leader intervenes before the problem become worse. This meant close follow up on goals was made by the leader. In the context of leader monitors performance and keeps track of mistake, the mean, standard deviation and variance were 4.2, 1.41 and 1.99 in the order given. The mean average of 4.2 was obtained meaning they agreed to that statement. These findings indicated that monitoring was made on performance and track made on mistakes, it meant that mistakes identified were treated as grounds for learning and goal setting. This role refers to analyze the follower’s procedures,
achievements, and the external team surroundings (McGrath, 1962; Yukl, 1989, Hackman & Walton, 1986; Komaki et al., 1989). It incorporates examining and assessing the development of team concerning job accomplishment, accessibility of resources for the team, the external surrounding of the team, and group member achievement. This type of supervision is an important task of leadership since it allows essential data that gives numerous notifications of the additional leadership functions. Finally on the last metric, my supervisor regularly does not appreciate good performance the mean, standard deviation and variance were 1.4 0.568 and 0.32 respectively. The mean of 1.4 which is below 1.5 revealed strong disagreement to the statement made. This revealed that good performance was highly recognized. The findings based on these metrics revealed that transactional leadership was in place. The results of means, standard deviations and standard and variances of transactional leadership style shown in Table 4.12

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leader makes clear expectation</td>
<td>70</td>
<td>4.3</td>
<td>0.981</td>
<td>0.96</td>
</tr>
<tr>
<td>Before the problem gets worse, my supervisor interferes</td>
<td>70</td>
<td>4.1</td>
<td>1.12</td>
<td>1.25</td>
</tr>
<tr>
<td>Leader monitors performance and keeps track of mistake</td>
<td>70</td>
<td>4.2</td>
<td>1.41</td>
<td>1.99</td>
</tr>
<tr>
<td>My supervisor regularly does not appreciate good performance</td>
<td>70</td>
<td>1.4</td>
<td>0.568</td>
<td>0.32</td>
</tr>
</tbody>
</table>

Table 4.12: Means and Standard Deviations of Transactional Leadership Style
4.5.5 Transformational Leadership Style

The fifth motive of the analysis was to evaluate the accomplishment of transformational leadership style on organization achievement. To achieve the study objective, the respondents were asked to use a scale of 1 to 5. A Likert scale in the order of 5 as Strongly Agree (SA) descending up to 1 as Strongly Disagree (SD). The findings for to work with my supervisor makes me feel good were 29% (SA), 43.3% (A), 19.1 % (N), 5.7% (D), and 2.9% (SD). For the second metric, my administrator influence me to rethink the crucial points of the past smooth operation 24.28% (SA), 52.87% (A), 18.57 % (N), 4.28% (D), and 0.00% (SD). In relation to my manager is always seeking new opportunities for the institution the results were 27.14% (SA), 47.15% (A), 21.43 % (N), 4.28% (D), and 0.00 % (SD). For the metric my manager fosters collaboration among work groups, the results were 57.15% (SA), 28.57% (A), 11.43% (N), 2.85% (D), and 0.00% (SD). The frequency distribution of transformational leadership style are shown in table 4.13

Table 4.13: Frequency Distribution of Transformational Leadership Style

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>To work with my supervisor makes me feel good</td>
<td>28.57%</td>
<td>45.72%</td>
<td>18.57%</td>
<td>4.28%</td>
<td>2.86%</td>
<td>100%</td>
</tr>
<tr>
<td>My administrator influence me to rethink the crucial points of the past smooth operation</td>
<td>24.28%</td>
<td>52.87%</td>
<td>18.57%</td>
<td>4.28%</td>
<td>0.00%</td>
<td>100%</td>
</tr>
<tr>
<td>My manager is always seeking new opportunities for the organization</td>
<td>27.14%</td>
<td>47.15%</td>
<td>21.43%</td>
<td>4.28%</td>
<td>0.00%</td>
<td>100%</td>
</tr>
<tr>
<td>My manager fosters collaboration among work groups</td>
<td>57.15%</td>
<td>28.57%</td>
<td>11.43%</td>
<td>2.85%</td>
<td>0.00%</td>
<td>100%</td>
</tr>
</tbody>
</table>

The means, standard deviations and variance of the transformational leadership style were examined using likert scale with the descriptors Strongly Agree (SA) to Strongly Disagree (SD) represented as 1,2,3,4 and 5 respectively. The mean, standard deviation and variance of to work with my supervisor makes me feel good were 3.7, 1.5 and 2.25 respectively. The mean average of 3.7 revealed that they agreed to the statement. Lee and Henderson (1992) observed that the
conducts of leader such as allocating task roles and identifying procedures were affiliated with individualistic ratings of group coherence, effectiveness and the speed of the team. In relation to second metric, my administrator influence me to rethink the crucial points of the past smooth operation results were 4.0, 1.86 and 3.46 i.e. mean, standard deviation and variance respectively. The mean of 4.0 revealed that the respondents agreed that they are inspired by the leaders to rethink on previous operation. This meant leaders influence and psychologically stimulate their followers’ ideas and emotions to achieve innovative tendency (Vinkenburg, 2011; J. Lee, 2007; Keller, 1992; Mumford, et al., 2002). The results for third statement i.e. my manager is always seeking new opportunities for the institution the mean, standard deviation and variance of 3.7, 1.67 and 2.79 respectively. The mean of 3.7 revealed that respondents agreed that the manager is always seeking new opportunities for the institution. Northouse (2001) argues that authority and headship that invigorate and trigger followers to be inventive and resourceful and simultaneously induce their own credence, significance and worth besides those of the leader and the institution is essential for the achievement of the institution. In regards to manager fostering collaboration among work groups the results were 4.5, 2.01 and 4.04 i.e. mean, standard deviation and variance respectively. The mean of 4.5 indicated strong agreement with the statement. With the establishment of overall motive, group mission and fixing challenging but sensible objectives for the group at the same time defining precise performance projection set on those intentions supports discharging the tasks of the team. These clearly reveal that team leaders explicitly communicate expectations of achievements and set clear-cut team objectives which accounts for high organizational performance. The means and standard deviations of transformational leadership style based on various statements are shown in table 4.14.
Table 4.14: Means and Standard Deviations of Transformational Leadership Style

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std.</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To work with my supervisor makes me feel good</td>
<td>70</td>
<td>3.7</td>
<td>1.5</td>
<td>2.25</td>
</tr>
<tr>
<td>My administrator influence me to rethink the crucial points of the past smooth operation</td>
<td>70</td>
<td>4.0</td>
<td>1.86</td>
<td>3.46</td>
</tr>
<tr>
<td>My manager is always seeking new opportunities for the organization</td>
<td>70</td>
<td>3.7</td>
<td>1.67</td>
<td>2.79</td>
</tr>
<tr>
<td>My manager fosters collaboration among work groups</td>
<td>70</td>
<td>4.5</td>
<td>2.01</td>
<td>4.04</td>
</tr>
</tbody>
</table>

![Transformational Leadership Chart]

- **To work with my supervisor makes me feel good**
- **My supervisor inspires me to rethink the key points of the past smooth operation**
- **My manager is always seeking new opportunities for the organization**
- **My manager fosters collaboration among work groups**
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The chapter presented the summary of the findings, conclusions and recommendations emanating from the analysis. The main point or basis of the research was analysis the outcome of management leadership styles on institutional performance in Kenya: a case of Safaricom Kenya Ltd. The specific objectives were to determine how autocratic leadership style affects organizational performance in Kenya, how participative leadership style affect organizational performance in Kenya, how laissez-faire leadership style affect organizational performance in Kenya, how transitional style of leadership influence organizational performance in Kenya, how transformational style of leadership style affect organizational performance in Kenya.

5.2 Summary of the Findings
The findings on how autocratic leadership style affects organizational performance in Safaricom Limited revealed that most respondents felt that stakeholders information was freely shared among them. The respondents also revealed not only the leaders had exclusive powers to enforce rules but also the subordinates were also involved. In addition, they felt that it was a strong leadership style in the organization. Good leadership is guaranteed according to the results of findings as revealed by the respondents. These findings imply that the organization did not encourage the autocratic style of leadership in its operations.

The findings on how participative leadership style affect organizational performance in Kenya revealed that respondents were for the opinion that all stakeholders were involved in leadership. According majority of the respondents leaders exercise professional care when handling others within the organization. The findings also indicated that the respondents held that most staff understood the need their involvement. In addition, they were for the opinion that their suggestions are highly considered.

The findings on how laissez-faire leadership style affect organizational performance in Kenya however revealed that employees did not have complete freedom. It also emerged that sharing of
leadership with colleagues was a acceptable to some extend. In terms of input from the leader, they revealed that the leader provided continous input. However some of the respondents revealed that in complex situation, the subordinates’ workout the problem on their own. This was justified by respondents that there was need for total assistance in problem solving.

It is evident from the findings on the cause or outcome of transactional leadership style on organization performance revealed that the leader makes clear expectation. In addition, before the problem gets worse, supervisor interferes. Most of the respondents were of their opinion that leader monitors performance and keeps track of mistake within the organization. This forms basis for organizational development. However, majority of respondents held that manager frequently acknowledge good performance. These findings revealed that the organization efficiently applied transactional leadership.

The results on the outcome of transformational leadership style on organization accomplishment revealed that on average, the respondents were for the opinion that working with their supervisor made them feel good. In addition the findings on the inspiration made by the leader disclosed that most of the respondents felt that they were inspired by the leader. The manager always sought new opportunities for the organization. In addition, the results revealed that manager fosters collaboration among work groups.

5.3 Conclusions

In reference to what was found of present study, the conclusions below were drawn. The leadership styles have proportional implications on respondent’s organization performance. This is because with the well experienced and self-driven staffs, the autocratic form of leadership yield greater dissatisfaction and this will yield to low performance. With the newly employed staffs, the style was appropriate in order to gain the working procedures. Leadership styles like participative, transactional and transformational have been found to have the potential of changing organization performance. From the demographic characteristics of the respondents we can conclude that the majority of the workers in the organizations are male, adult and professional enough. Large number of the employees were in the institution for over ten years. This is advantageous for the organizations since those employees who have stayed longer know the environments of the organization and have experience to handle situations that arise from
internal and external of the organizations linked to leadership. A negative correlation exist between autocratic leadership and employee contentment and resistance intention may be posed. However, there is positive association between the participative leadership and institutional achievement as identified. The findings of the analysis also disclosed that the transactional leadership was in place. This leadership clarifies the purpose and objectives that requires to be accomplished and specify that the prosperous attainment of mentioned targets will entail remuneration and recognition, while the contrary is punishment for non-compliance of the expectations. Transformational leadership positively and indirectly influenced organizational performance through organizational learning and knowledge management since it is responsible for generating the pride, respect and faith that leaders work to inspire the employees commit them the organizations for which they are working.

5.4 Recommendations

The subsequent commendations are made found or established on the study findings

The autocratic leadership causes dissatisfaction to the employees since their input in leadership decision making helps to lessen the supremacy of authoritative leadership unless in a condition where it is unavoidable.

The organization management should strategically locate leadership that is easily acceptable by the majority to ensure that there is participation at all levels.

It is important for an organization to minimize the leadership of laissez-faire by designing achievement approaches that encourages professional performance directions that create a perception of influence to workers.

The style of leadership would further give authority and empower workers by advancing, emerging the teams and accord some size of command and power to these teams. In such motivations, the employees would arouse their potentials, perceive to be part of the company and execute fully for the institution.
All variables of transformational style of leadership possess a strong constructive connection and correlation with the performance of the organization. Consequently, it is proposed and recommended that managers should inspire becoming role models and show good examples to their subordinates; influence the group by showing sense and challenge for execution; invigorate, encourage and recognize subordinate efforts so that they become creative and innovative; recognize and observe each individuals need for growth and achievement.

5.5 Recommendation for Further Research

The analysis or investigations makes the succeeding suggestions for further analysis in the area;
The effect of collective bargaining agreements on employee commitment to public sector organizations
The effectiveness of remuneration on organizational achievement
The influence of the industrial relations on the organizational achievement
Reference


50


APPENDICES

APPENDIX I: LETTER TO THE RESPONDENT

Abdulaziz R. Guleid,
arguleid@yahoo.com
Management University of Africa
Nairobi.

Dear Respondent,

RE: REQUEST FOR RESEARCH DATA

I am a student pursuing degree in Business Management and Leadership in Management University of Africa. I am currently carrying out a management research project on ‘analysis of the effect of management leadership styles on organizational performance’ a case of Safaricom Kenya Limited. The data is to be collected through administration of questionnaires, you have been chosen to partake in the study, I humbly put my request to you to peruse the questionnaire and respond. I assure you that any information you provide in the questionnaire will only be used for academic purpose and treated with confidentiality.

Thank you in advance.

Yours Sincerely,

Abdulaziz R. Guleid,
APPENDIX II: QUESTIONNAIRE

Instructions:
The questionnaire is set up in sections. Please answer all questions in all the sections by ticking inside the box [✓] the most appropriate answer or writing in the space provided where applicable.

SECTION A: DEMOGRAPHIC OF THE RESPONDENT

Please respond to the following questions appropriately and where applicable, mark the boxes using a tick to indicate your choice.

1. Age bracket in full years
   Below 20 years ( )
   21 - 25 ( )
   26 - 30 ( )
   31 - 35 ( )
   Above 36 years { }

2. Gender
   Male { }
   Female { }

3. Level of Education:
   Certificate [ ] Diploma. [ ] Degree [ ] Post Graduate degree. [ ]
   Any other (Please explain) .................................................................

4. Department
   ICT ( )
   Human Resource ( )
   Management ( )
   Operations ( )
   Others (Please state) .................................................................
SECTION B: CONTAINS QUESTIONS ABOUT OBJECTIVES

B.1 Autocratic leadership style

Tick appropriately where 5- strongly Agreed, 4- Agreed, 3- Neutral, 2 – Disagreed, 1- Strongly Disagreed

<table>
<thead>
<tr>
<th>Statements</th>
<th>level of agreement or disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Stakeholders information is kept safely and securely</td>
<td></td>
</tr>
<tr>
<td>Only authorized leaders have exclusive powers to enforce rules</td>
<td></td>
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<tr>
<td>There is strong style of leadership</td>
<td></td>
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<tr>
<td>Good leadership is guaranteed</td>
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</tbody>
</table>

B.2 Participative leadership style

Tick appropriately where 5- strongly Agreed, 4- Agreed, 3- Neutral, 2 – Disagreed, 1- Strongly Disagreed

<table>
<thead>
<tr>
<th>Statements</th>
<th>level of Agreement</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Leadership involves all the stakeholders in decision making</td>
<td></td>
</tr>
<tr>
<td>leaders exercise professional care when handling others</td>
<td></td>
</tr>
<tr>
<td>Most staff do not understand the need for their involvement in leadership</td>
<td></td>
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<tr>
<td>Suggestions made by employees are highly considered</td>
<td></td>
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</table>
B.3  Laissez-faire leadership style

Tick appropriately where 5- strongly Agreed, 4- Agreed, 3- Neutral, 2 – Disagreed, 1- Strongly Disagreed

<table>
<thead>
<tr>
<th>Statements</th>
<th>level of Agreement</th>
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</thead>
<tbody>
<tr>
<td>Employees have complete freedom in decision making</td>
<td></td>
</tr>
<tr>
<td>Sharing of leadership with colleagues is a norm</td>
<td></td>
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<tr>
<td>Employees receive little input from the leader</td>
<td></td>
</tr>
<tr>
<td>In complex situation, the subordinates workout the problem on their own</td>
<td></td>
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</tbody>
</table>

B.4  Transitional leadership style

Tick appropriately where 5- strongly Agreed, 4- Agreed, 3- Neutral, 2 – Disagreed, 1- Strongly Disagreed

<table>
<thead>
<tr>
<th>Statements</th>
<th>level of Agreement</th>
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<tbody>
<tr>
<td>The leader makes clear expectations</td>
<td></td>
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<tr>
<td>Before the problem gets worse, my supervisor intervenes</td>
<td></td>
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<tr>
<td>Leader monitors performance and keeps track of mistake</td>
<td></td>
</tr>
<tr>
<td>My supervisor regularly does not appreciate good performance</td>
<td></td>
</tr>
</tbody>
</table>
B.5 Transformational leadership style

Tick appropriately where 5- strongly Agreed, 4- Agreed, 3- Neutral, 2 – Disagreed, 1- Strongly Disagreed

<table>
<thead>
<tr>
<th>Statements</th>
<th>level of Agreement</th>
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</thead>
<tbody>
<tr>
<td>To work with my supervisor makes me feel good</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>My administrator influence me to rethink the crucial points of the past smooth operation</td>
<td></td>
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<tr>
<td>My manager is always seeking new opportunities for the organization</td>
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<tr>
<td>My manager fosters collaboration among work groups</td>
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Kindly give other comments on the organizational leadership if any

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57
APPENDIX III: WORKPLAN

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<tr>
<td>writing/supervisor guidance</td>
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<td>Presentation of proposal</td>
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<td>Ethical approval/Questionnaire dissemination</td>
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<td>Data analysis</td>
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<tr>
<td>Report writing/presentation</td>
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## APPENDIX IV: BUDGET

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<tr>
<th>Item</th>
<th>Cost per unit</th>
<th>Cost in Kshs</th>
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<tbody>
<tr>
<td>Printing papers</td>
<td>5 RIMS @ Kshs.400</td>
<td>2,000</td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
<td>15,000</td>
</tr>
<tr>
<td>5 Pens and 5 Pencils</td>
<td>@Kshs15</td>
<td>150</td>
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<tr>
<td>Internet</td>
<td></td>
<td>3,000</td>
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<tr>
<td>Printing and Binding</td>
<td></td>
<td>9,500</td>
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<tr>
<td>Publishing</td>
<td></td>
<td>25,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>10% of total cost</td>
<td>5,515</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>60,165</strong></td>
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