

**EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN
THE PRODUCTION INDUSTRIES IN KENYA. A CASE STUDY OF EAST
AFRICA BREWERIES LIMITED.**

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MANAGEMENT TO THE MANAGEMENT UNIVERSITY OF AFRICA**

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DECLARATION

This project is my original work and has not been presented for the award in any other University or institution. No part of this research should be reproduced without the author's consent or that of the Management University of Africa.

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This project has been submitted for examination with my approval as a university supervisor;

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The Management University of Africa

DEDICATION

This research project is dedicated to my wife and my children who have enormously supported me throughout this academic journey through both financial and emotional support. Their encouragements always kept me focused. Above all, I thank God for always being with me during this period.

ACKNOWLEDGEMENT

My sincere gratitude to all those who in one way or another have ensured the successful completion of this project. I am deeply indebted to my research supervisor Mrs. Edna Moriasi. Her guidance and support through the project journey made this project a success. Above all, I thank the Almighty God for His protection and good health during my academic journey to this point.

ABSTRACT

This study focuses on the impact of different leadership styles on employee performance in the manufacturing sector in Kenya. Research guiding objectives are: determining the role of leadership models on employee performance, the impact of transformational leadership trends on employee performance, design establish transactional leadership trends that control worker performance, monitor how the prevalence of capitalist leadership affects worker performance, and examining the prevalence of autocratic leadership over employee performance. A prevailing descriptive analysis was used for the study. To ensure that all aspects are clearly described in the sample, I have used sampling technique. A type of self-completed structured analysis was used. A pilot trial was performed with 100% of non-responders from 283 target populations and a sample size of 85 was adopted. Descriptive statistics techniques were used to analyze the data. Based on the results of the study, a majority of respondents with 78% agree that transformational leadership affects employee performance in breweries in East Africa, while 22% disagree. Regarding transactional leadership, 83% said transactional leadership affects employee performance at East African Breweries Limited (EABL), while 17% disagree, on the passport, 93% said , Lassiez's leadership style affects employee performance at EABL, while 7% disagree and autocratic. 73% agree, while 27% disagree that it is autocratic leadership that affects employee performance at East African Breweries Mills Limited. Organizations must be able to improve the path to employee engagement through the adoption of transformational leadership, whereby employees are assured of the change that accompanies organizational growth. To ensure that an organization's leaders exercise leadership in its operations, a high-level strategy must be devised. Research recommends that organizational leaders use a variety of liberal leadership behaviors or rather adopt liberal but non-autocratic leadership. As a result, Lassiez's leadership has a significant impact on the quality and productivity of employees. Lassie's fair, democratic, and transactional leadership style are recommended as the most effective styles.

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ACRONYMS AND ABBREVIATIONS

MUA	Management University of Africa.
MVO	Manufacturing Value Output
GDP	Gross Domestic Product
ICT	Information Communication Technology
IT	Information Technology

OPERATIONAL DEFINITION OF TERMS

Transformational leadership style Often referred to as operating expenses, this is the amount required to run your business. These are the day-to-day business expenses needed to keep the lights up and running and to have the necessary staff to make sales and meet customer needs.

Transactional leadership style Products of high-quality help to preserve consumer happiness and loyalty and lower the risk and expense of having to replace broken items. By becoming accredited with a recognized quality standard, businesses can establish a reputation for quality.

Customer Focus Customer literacy Queue management is characterized by how customers (that is, processes) line up to wait for service and how customers who are already in line wait for service from which they can select a service.

Market Strategies Banks can also use the results to build mechanisms to control customer arrivals. Queue management is a practical activity management technique commonly used to determine the use of time in a bank.

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.1 Introduction

This chapter discusses the background, statement of the problem, the objectives, research questions, relevancy, study limitations, and the scope of the study.

1.2 Background of the Study

According to Hudurzue, (2015), the current era leaders need greater awareness of diverse factors new sets of abilities, and traits that bring about progress and help them create appropriate, correct and convenient conclusions in the guidance of change and guidance of subordinates (Alphasand & Al-Amaze, 2016). According to Hudurzue (2015), “an effective leadership style can foster excellence in the development of the organization and its employees.” (p.40).

Early research focused on understanding the personality characteristics of effective leaders (Mahoney et al., 1960). According to trait theories, effective leaders are born with particular innate traits that set them apart from non-leaders. The difficulties in classifying and confirming these traits, however, resulted in strong opposition to this trait-based approach, indicating the rise of "style and behavioral" approaches to leadership. Recent research on corporate governance is described as 'instrumental', in contrast to transaction management, which regularly focuses on the exchange of relationships with subordinates (Bass & Avolio, 2000). Transformational leadership is characterized as enthusiastic, visionary, and inherent potential to motivate subordinates (Avolio, 2007). set personal goals and make decisions, with the final decision coming from them (Choudhary, 2013).

In Africa, governments recognize the importance of identifying the right leadership style and using it to improve the performance of manufacturing workers. Nuhu (2004) investigated the impact of leadership style on employee performance in Uganda and Kenya. His research revealed that laissez-faire governance was practiced primarily in the upper workplaces and existed primarily in the lower offices. In his opinion, this type of leadership style has a high-quality relationship with job performance. Most

of the employees believed that their work allowed them to relax rather than be forced into it. In practice, this was noticeable in some departments where bosses and managers were naturally friendly, approachable and less arrogant towards their employees. As in autocratic leadership, coercion leads to harassment, demoralizes staff, and negatively affects work motivation. Because of this correlation, his research showed that laissez-faire leadership leads to some degree of job performance doubling. But it was slow compared to the autocratic management style that created tension in the work environment.

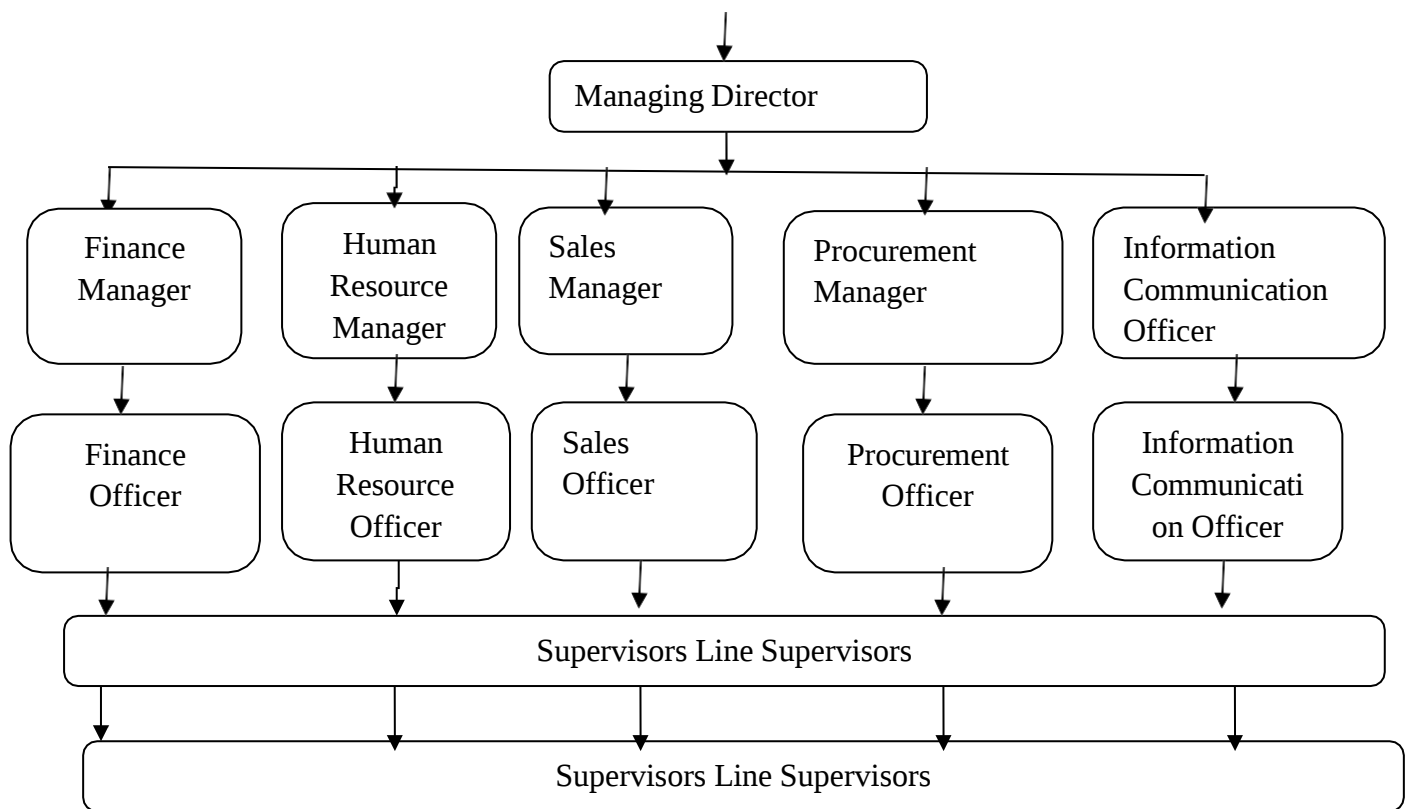
In Kenya, many manufacturing industries are underperforming due to poor leadership styles. Failure to meet operational obligations led to most closing, resulting in huge debt and massive unemployment. This costs both the country and the taxpayer. Case points include Uchumi supermarket, National Bank and Mumias Sugar Company. The Kenya Meat Commission has recently been in the spotlight. In line with (Obiwuru et al., 2011), many groups within Kenyan state-owned enterprises have reported instances of immoral and unethical retail practices.

According to Mitonga (2012), the governance of the manufacturing sector has inherently failed, and it is imperative to reconsider the application of participative management ideologies in order to maximize workers' productivity and the improvement of workplaces. When a leader mingles with his team members, he employs a variety of various traits and behaviors, which are collectively referred to as his managerial style. According to Mitonga's (2012) perspective, leadership is a system of actions that leaders use to blend personal or corporate activities and influences in order to fulfill desired objectives. Harris (2007) acknowledges that a leadership style is a certain sort of interaction used to inspire individuals to come together in order to accomplish a shared objective. According to Harris, (2007), modern Leadership Styles can be divided into the following categories: transformational, transactional, laissez-faire, and autocratic leadership styles.

1.2.1 Profile of East African Breweries Kenya Limited

Figure 1.1 Organization Structure of East Africa Breweries Limited

Directors



Source: EABL (2022)

1.3 Statement of the Problem

The Kenya Meat Commission (KMC) is a state-owned company incorporated under an Act- of Parliament in 1950. The main objective is to provide farmers with a market and to promote the meat industry locally and internationally. KMC represents another missed opportunity to revolutionize the livestock industry in Kenya. The sad story is that poor management has lost opportunities to countries in the region and the world. This has hurt the Kenyan economy and people in terms of loss of wealth creation and job opportunities. Mismanagement of the organization's resources resulted in a 15-year closure and reopening in June 2006 after the Kenyan government reinvested \$1.9 billion in a restructuring effort. In 2006 - 2009, the company lost 250m. This is attributed to the inappropriate leadership style that has resulted in unethical retail practices, satisfaction, excessive labor turnover along with an inability to carry out necessary responsibilities and persistent economic distress.

A lack of transparency and accountability in top management, combined with frequent leadership turnover, leads to poor performance. Each appointed officer seeks to impose new policies that are at odds with new trends in the meat industry (Koech & Namusonge, 2012). According to Richard (2010), leadership is the ability to influence people to achieve goals. This is what sparked my interest in the topic of leadership styles in state-owned enterprises due to the growing concern of many stakeholders. Pattanayak, (2005), Employee performance is the employee's resulting behaviour on tasks that can be observed and evaluated. He said that job performance is the contribution of a man or woman to the achievement of an organization's goals. Here, employee performance is actually the result of behavioural patterns carried out. This is recognized as fulfilment of stated duties, adherence to deadlines, team input, and cohesion in all leadership and performance. This should become apparent through the style and approach the leader seeks to achieve efficiency. This requires a specific leadership approach to the unique performance challenges of achieving departmental goals. As pointed out by (Armstrong, 2009), the above should lead to efficiency, effective feedback, specialization, and good organizational work relationships. Therefore, the objectives of this research are to explore how leadership styles impact employee performance in Kenya's manufacturing and services sectors.

1.4 Objectives of the Study

1.4.1 General Objective

This study's primary goal was to look into how leadership styles affected worker performance in Kenya's manufacturing sector. A case study of East African Breweries Kenya limited.

1.4.2 Specific Objectives

- i. To establish the effects of transformational leadership style on employee performance in production industries in Kenya
- ii. To find out the effects of transactional-leadership style on employee performance in production industries in Kenya
- iii. To determine the effects of the laissez-faire style of leadership on employee performance in production industries in Kenya
- iv. To find out the effects of autocratic leadership style on employee performance in Kenya's manufacturing industries.

1.5 Research Questions

- i. To what extent does transformational leadership style affect employee performance in production industries in Kenya?
- ii. In what ways does the transactional leadership style affect employee performance in production industries in Kenya?
- iii. How does a laissez-faire style of leadership affect employee performance in production industries in Kenya?
- iv. To what extent does the autocratic leadership style affect employee performance in production industries in Kenya?

1.6 Significance of the Study

1.6.1 Management of EABL

The study will assist the management of EABL to have an understanding of the impacts of leadership styles on workforce in production industries in Kenya.

1.6.2 Other Researchers

Future academics and researchers will profit from the study because it will serve as a foundation for references in their future research, allowing them to build on it and perform a more thorough and complete investigation.

1.6.3 Government of Kenya

The findings of this research will go a long way in informing policy formulation to help the manufacturing sector have better and more accommodating ways of operation.

1.7 Limitation of the Study

1.7.1 Uncooperative Respondents

Some respondents could be reluctant to provide information because they fear that their identity would be revealed, which would be to their detriment. To overcome this obstacle, the researcher will persuade them to participate by outlining the study's significance to the business.

1.7.2 Confidentiality

It is anticipated to be difficult considering workplace confidentiality is such a delicate subject. Nevertheless, the researcher will reassure the respondents that no information would be utilized for any other purpose than what has been stated.

1.7.3 Fear of Victimization

The top management has the propensity to be sceptical of the researcher, and it is also anticipated that some respondents will be concerned about the volume of information the management will want them to share without consequence. These concerns will be addressed upfront using the letter from the Management University of Africa (MUA) and giving the respondents the necessary assurance.

1.8 Scope of the Study

The research study will be carried out at EABL, which is located in Ruaraka Nairobi City County. The focus of this study will be on how leadership styles impacts performance of the staff in Kenya's manufacturing sectors. The target population for the study will be 283 respondents, which will comprise the production department, marketing department and sales department. The study will be conducted over a period of two months from June 2022 to August 2022.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter includes a review, a critical review of the study, and a summary of the studies that will be conducted in relation to the problem under investigation, as well as the conceptual framework.

2.1 Review of Theoretical Literature

2.1.1 Teamwork Theory

According to Bass and Avoli (2006), the idea of transformation government unfolds from antecedent leadership types, integrate elements such as traits, behavioral theories, and charismatic, situational, and transactional leadership. Burns (1978) notes that leadership is a technique in which a character connects with others and is capable of developing strong relationships that result in an excessive proportion of confidence and performance. This results in increased intrinsic and extrinsic motivation in both leaders and followers. The transformational theory focuses on the relationships that develop between leaders and followers. Transformational leaders have the ability to encourage followers to reach beyond their own personal goals for the greater good of the whole organization. According to Bass and Avoli (2006), the transformational management style stems from deeply held private values that cannot be negotiated and appeals to subordinates' sense of ethical obligation and values.

Bass (1985), outlined intellectual stimulation, idealized influence, individualized consideration and inspirational motivation as elements of transformational leadership. According to transformative leadership theory, a leader can create a positive distinctness in transformative leadership style. Through a variety of methods, the theory improves workforce' morale, motivation, and performance (Bushra et al., 2011). These consist of combining the follower's identity and sense of self with the corporate challenge and collective identity to become a positional model that is both exciting and interesting for the follower. This allows leaders to target followers with tasks that improve their performance.

According to transformational leadership theory, people actually follow leaders who inspire and empower them. A person with a vision and a passion can accomplish

amazing things. In order to get things done, you got to add energy and passion. Transformational leadership belief is appropriate to this study in that a leader needs to develop a vision, a view of the future that will inspire and convert potential clients. The leader must consistently sell their expectations by rebuilding trust and professional integrity as an essential package that they are promoting, as well as pave the way for others to abide. The path may not be obvious, but the direction will indeed be clear with a clear vision. The leader should take charge by remaining visible through their attitudes and actions while remaining upfront and central during the action (Bass, 1990).

2.2 Empirical Review

2.2.1 Teamwork Development and Organizational Performance

According to Bass and Avolio (2006), transformational leadership is one of the finest approaches for boosting individual and team performance. Transformational leaders motivate their followers to broaden and explore their existing and new perceptions. The style actively assists people in achieving high-quality goals. Transformational leadership, according to Yew (2014), is related with creativity and is characterized as a kind of supervision that motivates the team to transcend selfishness by transforming their confidence, morality, preferences, and values. This encourages employees to outperform their expectations (Bass, 2006). It is about inspiring your staff to exceed expectations and encouraging them to think beyond their own self-interest in order to improve the organization. Transformational leaders create an environment in which employees are stimulated and energized (Bruch, 2013). Motivated staff working in favorable conditions provide impeccable customer service, underpin organizational performance and drive big monetary determinants for shareholders (Giroux, 2014). Transformation-oriented behaviors such as motivation, intellectual challenges, concepts, and personal considerations are considered essential attributes of excellent leaders who should identify with behavior. Bass, (1985) consulted on four aspects of transformational leadership including idealizing influence, mental stimulation, inspirational motivation, and personalization.

As stated by Bass and Avolio (2006), transformative guidance is one of best choice systems for reconstructing individual and collective act. Transformational rulers motivate adherents to use existent and new views to explore. TLS energetically helps

trained workers obtain their goals accompanying an extreme standard. Yew (2014), suggests that life-changing guidance is had connection with the ability to institute and is outlined as a guidance style that moves followers' further egoism by changeful their morals, moral beliefs, interests and principles. This motivates employees to act better than originally anticipated (Bass, 2006). It's about motivating subscribers to meet past anticipations and bright subscribers to look further their self-interest in reconstructing the institution. Innovative leadership establishes an atmosphere that motivates and energizes attendants (Bruch, 2013). Dynamic staff active in benign weather environments will provide flawless department dealing with customers, develop organizational conduct and drive excellent monetary profit to shareholders (Giroux, 2014). TL-connected nature such as inspiration, intellectual challenges, ideas, and private considerations are deliberate essential attributes of senior managers the one should identify about the world. Bass, (1985) asked on four facets of life-changing leadership containing idealizing influence, exciting ambition, mental provocation, and embodiment.

2.2.2 Transactional Leadership and Employee performance

Transactional leadership is the exchange of goals and rewards between management and employees (Ojokuku & Sajuyigbe, 2012). This leadership style is especially helpful in articulating a compelling vision that creates an optimal environment for employee performance and improves the overall performance of the organization (Longe, 2014). Transactional leadership involves exchange processes that result in followers following the leader's demands but are unlikely to generate enthusiasm and commitment to task goals. Leaders are focused on ensuring that internal actors perform the tasks necessary for the organization to achieve its desired goals (Boehnke, 2015). The goal of the transaction manager is to provide internal stakeholders with a clear understanding of the path to achieving goals, remove potential barriers within the system, and motivate stakeholders to achieve set goals. (House & Aditya, 1997).

Transactional officers display two together helpful and healing behaviours. Transactional leadership gives directions on in what way or manner whole is finished and focuses on the results. Such a ruler is aroused by order and wishes the subordinates expected obedient and ready to work as trained. Hurdeuzen, (2015) studied the impact of guidance behaviour on member depiction and found out that guidance behaviours

were very main determinants for the operator output and progress of a association in the service area. This guidance is completely valuable in output as it meets zero hours and everything in a structured habit. When a variable director gives a task expected approved, they want prompt accomplishment whether the money are convenient a suggestion of correction. Failure to complete the task, the worker is bear hardship penalty and if favorably completed, they are paid. Transactional managers exceptionally contemplate outside television set. They are harmonized to the administrative structure and well oppose change. They want belongings to wait as they are. These chiefs do not spur artistry or creativity as they believe new and many plans indulge the specified processes.

2.2.3 Laissez-faire Leadership and Employee Performance

Laissez-faire guidance is delimited as a form of inactive leadership place the chief or supervisor avoids blame, assurance, encouragement and ambition of scene the route of the backers in realizing the organization's aims (Arham, 2014). Characteristics of the Laissez-faire guidance style are task introduction that is the extreme lax principle, that contains a non-impedance procedure that admits complete privilege to all the employees to set their own aims and form resolutions for task talent (Cummings, 2010). Richard, (2010), told the laissez-faire style of guidance all at once that “abdicates” maturity and avoids making determinations and lacks assurance or involvement in leading staff members. Employee lack inspiration and support on account of the absence of guidance connection and counseling in scene the route of accomplishing administrative aims. The Laissez-faire guidance style has happened outlined by Northouse, (2014) as the leadership that sets the course of what search out be adept for one believers with very little project. This style admits complete independence to group resolutions outside the leader's partnership. Subordinates are free commotion what they like. The main function the commander plays is just to supply fabrics. The leader does remove imposed controls on a system accompanying or take part in the fate contingent upon the group. It is also known as delegative guidance, place officers are tolerant and admit group appendages to make conclusions (Nusair, 2012). Researchers have establish that this is mainly the guidance style that leads to hostile productivity between group appendages (Cumming, 2010). Since skilled is certainly no control or counseling in this style of guidance, wrong resolutions can set trenchant belongings on

organizations (Stafford, 2010). Laissez-faire can too be thought-out hurtful guidance behaviour cause in the absence of the manager's control few things can rule group determinations and bully other appendages of the group.

2.2.4 Autocratic Leadership and Employee Performance

According to Kahn et al. (2015), autocratic leadership exists when managers retain as much authority and decision-making authority as possible. Luftmann (2004) observed that autocratic leaders are autocratic leaders, central to all ongoing activity within the regime and that all authority emanates from and ends with them. According to Iqbal et al. (2015), the “I Say” philosophy characterizes the Authoritarian Leaders. Autocratic leaders tell others what to do. Managers only make decisions, and production is emphasized at the expense of human considerations. According to Akor (2004), autocratic leaders force their followers to perform services and strategies along narrow paths. They exercise decision-making and authority exclusively to set policies, and procedures for achieving goals, work assignments and relationships and manage rewards and penalties. Group participation is not allowed. Leadership style lacks creativity and encourages only one-sided conversations. This has a huge impact on employee motivation and satisfaction. The style is more appropriate if the project is expected to be completed within the specified deadline. According to Al Khajeh (2018), this leadership style sees the manager as the most powerful entity, the primary decision maker, and the authority. This is based on the traditional assumption that a leader is a good manager who guides and manages his subordinates. This position is supported by Obiuru et al. (2011) state that employees with autocratic leadership styles are expected to follow their superiors' instructions, even if they disagree with them or without explanation. She argued that managers with autocratic leadership styles often use a highly structured set of rewards and punishments to motivate employees. This represents any leader who makes decisions without the consent of team members, usually applied where quick decisions are made and team consensus is not critical to achieving successful results (Al Khajeh, 2018). Employees and their group appendages are accustomed underdog responsibility to make suggestions, even though they are in highest in rank interest of the arranging. Koech et al., (2012) argue that authoritarian domineering leaders use their position to chase belligerent and visionary aims and their capacity through organisational breeding, press and media to praise their own beginning

boom. The signs for a dictatorial style of guidance control. The directors are domineering. They are the center of activity that continues in bureaucratic rules as well expert stems and ends accompanying them (Akor, 2014).

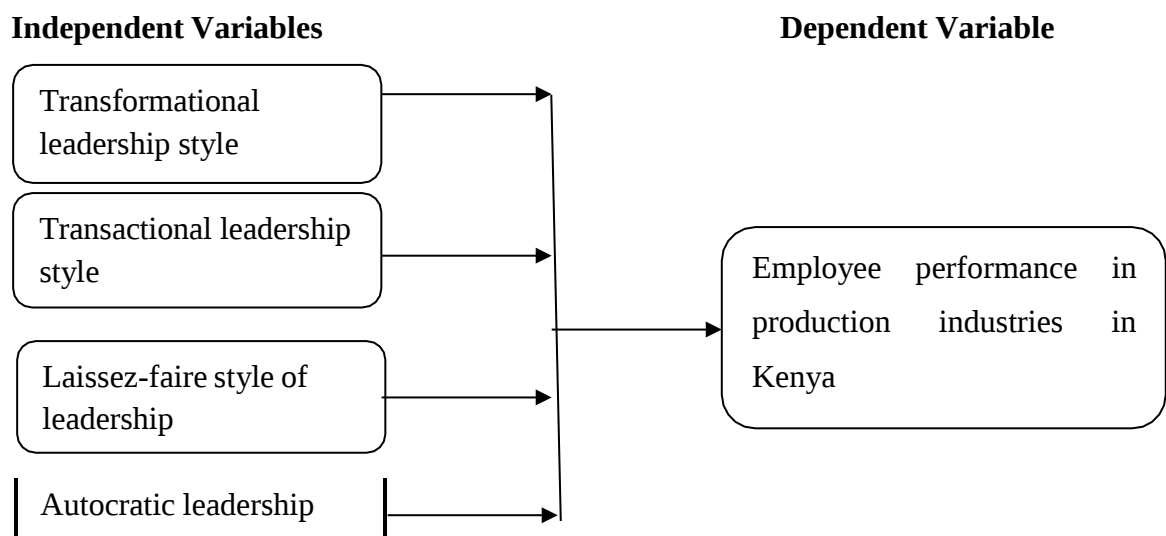
2.3 Critical Literature review

Cost suggestion eligible of the production subdivision is key for better act. The established production manufacturing is labor-exhaustive and the number of laborers and the abilities of peasants have the strict demand (Shahidul & Syed, 2011). Though the researcher's remarks are true he has failed to explain how transformational leadership style affects employee performance in production industries in Kenya, transactional leadership style on employee performance in production industries in Kenya, laissez-faire style of leadership on employee performance in production industries in Kenya and autocratic leadership style on employee performance in production industries in Kenya

2.4 Summary and research gaps.

Manufacturing industry in Kenya and globally is extremely complex and involved in a wide range of capital-intensive investments and therefore a high need for leadership. Shortcomings and decencies in the main leadership elements are some of the limitations that many studies have elucidated. This study will comprehensively evaluate the leadership styles of manufacturing development from two aspects; output per capita and quantitative aggregate; and identify the impact of leadership on the performance of production industries in Kenya.

Fig 2.1 Conceptual Frameworks



Source: Author (2022)

2.5.1 Transformational leadership style

Operation cost, frequently referred to as operating cost. These are the ordinary trade expenses necessary to maintain the lights on and to have the stick unavoidable to move and fulfil customer needs. Operating costs are frequently mirrored on the gain's declaration, that is written for a guest done yearly; the proceeds assertion reviews broad fiscal signs in the way that the overall revenues, the costs of merchandise convinced, the money needed to run a business and net profits. When corroborating the monetary books for your guest, understanding what's deliberate an operating cost against other costs helps correctly give reason for costs. This form it smooth to forge annual assertions and bookkeeping records, when deciding the commercial strength of misrepresentation.

2.5.2 Transactional leadership style

Quality products aid in retaining customer loyalty and satisfaction while reducing the danger and cost of product replacement. Businesses can build a reputation for excellent service by complying to recognized quality standards. No matter what industry you work in, your customers will often choose you based on quality rather than price. Customers will pay more for a product or service that they believe is well-made or exceeds standards, according to studies. Your customers expect you to deliver high-quality goods.

2.5.3 Laissez-faire style of leadership

To correctly understand what the idea 'client focus' refers to and what being client-attracted means, let's first examine the fuller picture and by means of what consumer focus relates to and disagrees from "client orientation". At this point, few might query "Aren't they the same thing?". Well, not easily, they're not. But they are closely accompanying. To appreciate by means of what they pertain, a good place to start is to delimit consumer adjustment.

2.5.4 Autocratic leadership

The marketing administration function in a limited trade can be distinguished to a succession of continuous chess counterparts between you and your big opponents. To present yourself highest in rank chance of winning these counterparts, the beginning search out experience what your opponents are achievement and are inclined do. Every

trade landowner needs to make assemblage facts about favorites an extreme priority. If an adversary has historically slashed prices in the summertime, you need to have your own answer to this plan planned out so your forbiddance mislays consumers.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This stage offers an all-encompassing reason of the research approach that was applied to address the issues bred in the first chapter concerning this research study. The research design, target population, sampling strategy, data collecting and analytic techniques were all part of the methodology employed in the study.

3.2 Research Design

The study maximized on an explanatory research design approach. This is a means for assemblage evidence by measuring entity or solicitation facts from added publications (David, 2017). Design is used to draw news about states situation so that express “what survives” concerning variables or environments in a situation (Mugenda, 2003). The question is organized and well implicit in explanatory research. The research contained the happening of goals, in addition to the design of procedures for data collection, refining, and reasoning.

3.3 Target Population

According to Schedulers (2012), the target population is the entire collection of all the items in a certain area with a few shared features, to which the researcher hopes to apply the findings of the study. According to Kothari (2004), the target population is a general group of all individuals included in the research of a real or fictitious group of individuals, events, or objects to which an investigator seeks to generalize the finding. A total of 283 respondents from East African Breweries Kenya Limited, which includes the production, marketing, sales, human resources, and accounts departments, were the intended audience in this case.

Table 3.1 Target Population

Section	Target Population	Percent (%)
Production department	102	36

Marketing department	77	27
Sales Representatives	76	27
Human resources	16	6
Accounts Department	12	4
Total	283	100

Source: Author (2020)

3.4 Sample Design and Procedure

A research design is a plan for research that addresses that addresses at least four issues; what questions to study, what data to collect, what is appropriate, and by what method to in what way or method to resolve the results (Yin, 1994). In the study, an explanatory research design approach will be secondhand. Descriptive research is used to gather information about the current state of a phenomenon in order to describe "What exists" in terms of variables or conditions in a situation. In this study, a descriptive research design was used because it allows the researcher to solicit new ideas from respondents and gain intuitiveness into the research question existing (Mugenda & Mugenda, 2003). The sample breadth preferred by the researcher was 30% of the target population.

Table 3.2 Sample Size

Section	Population target	Sample Size	Percent (%)
Production department	102	31	36
Marketing department	77	23	27
Human resources	16	5	6
Accounts Department	12	4	4
Sales Representatives	76	23	27
Total	283	85	100

Source: Author (2022)

3.5 Data Collection Instruments and Procedures.

3.5.1 Questionnaires

The primary data collection tool utilized by the researcher was a questionnaire. The type of data the researcher hopes to gather, the amount of time available, and the study's goals will all be taken into consideration while choosing this instrument. To prevent being also rigid and to measure the results, especially place organized item

s will be secondhand, this contained both organized and unorganized questions. The researcher was able to gather trustworthy data using this technique. The survey focused mostly on viewpoints, beliefs, perceptions, and attitudes. A questionnaire worked well for gathering this data because it was affordable, simple to use, and gathered comprehensive data that was crucial to the study (Oso, 2017).

3.5.2 Validity and Reliability.

Kothari (2014) states that validity is the accuracy and power of research-based conclusions. Results obtained from data-analysis represent the situation under study, while reliability measure of the magnitude to which a research instrument provides consistent results after repeated trials, step by step. It includes executing the same mechanism frequently to the alike group of subjects. The researcher obtained authority from the management. To ensure reliability and validity, questionnaires were pre-tested on ten respondents drawn from EABL. These informants were left out of the final study. The questionnaire survey then was corrected before being distributed.

3.5.3 Questionnaires administration.

The study will make use of questionnaires. They were delivered by hand and will be picked up in two days. Researcher used open and closed-ended questions for the research. To guarantee that the provided answers are pertinent, closed-ended questions were used. In order to clearly define the dimensions along which responses were assessed, the researcher clearly worded the questions. Respondents will have the opportunity for pertinent justifications in open-ended questions, giving them the ability to express their thoughts and feelings. This approach worked well for the study since it created confidentiality. The questionnaire was self-explanatory; therefore, the researcher was not supposed to be present.

3.6 Data Analysis Methods

Kothari (2014) claims that part of the data analysis process entails organizing, categorizing, and formatting the gathered data in order to present the major conclusions in an understandable and persuasive manner. Prior to analysis and after fieldwork, all questionnaires underwent thorough reliability and verification checks. There was editing, coding, and tabulating done. Simple qualitative and quantitative techniques were used to examine the data collected, and the results were presented as tables and figures.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

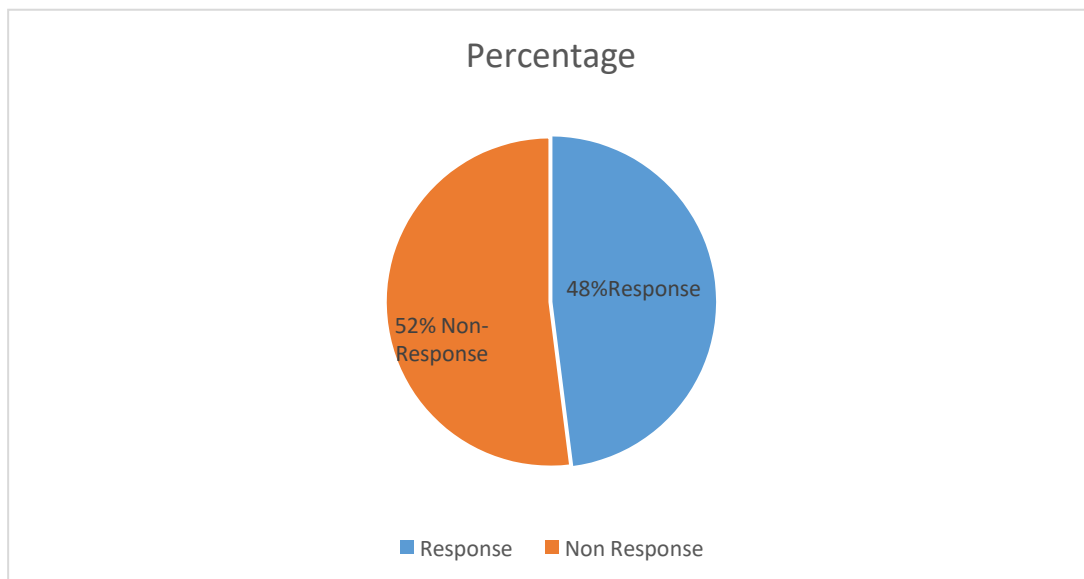
This chapter analyses the data collected by the researcher. The data is interpreted according to the research statistics. The data were analyzed using descriptive statistics such as tables and charts.

4.2 Presentations of Findings

4.2.1 Table Response Rate

Category	Frequency	Percentage
Response	41	48
Non-Response	44	52
Total	85	100

Source: Author (2022)



Source: Author (2022)

Fig 4.2 Response Rate

Table 4.1 and figure 4.1 show the response rate. Based on the analysis, 48% respondents of the respondents dully filled and returned questionnaires but 52% of the total

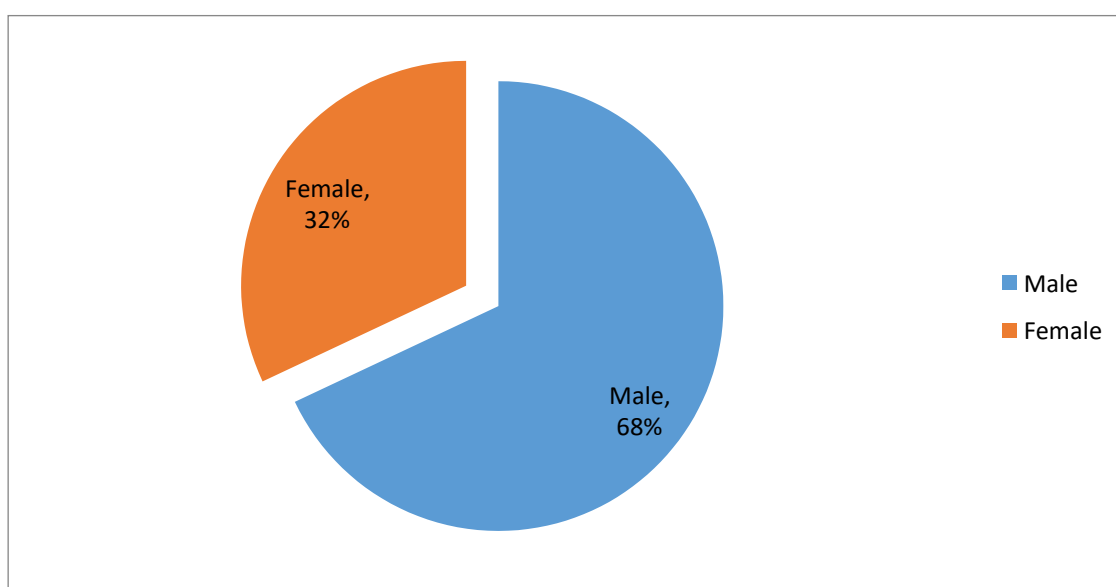
respondents did not return back the questionnaires. This is an implication that majority of the respondents were not able to participate in the study.

Table 4.2.2 Gender Analysis

Category	Frequency	Percentage
Male	28	68
Female	13	35
Total	41	100

Source: Author (2022)

Fig 4.2 Gender of Respondents



Source: Author (2022)

Table 4.2 Gender of Respondents

Table and figure 4.2 show gender analysis. Male respondents were 28 and 32% were female. These constituted 68% of male respondents as compared to 32% of female respondents. This shows that male workers were the majority in working class.

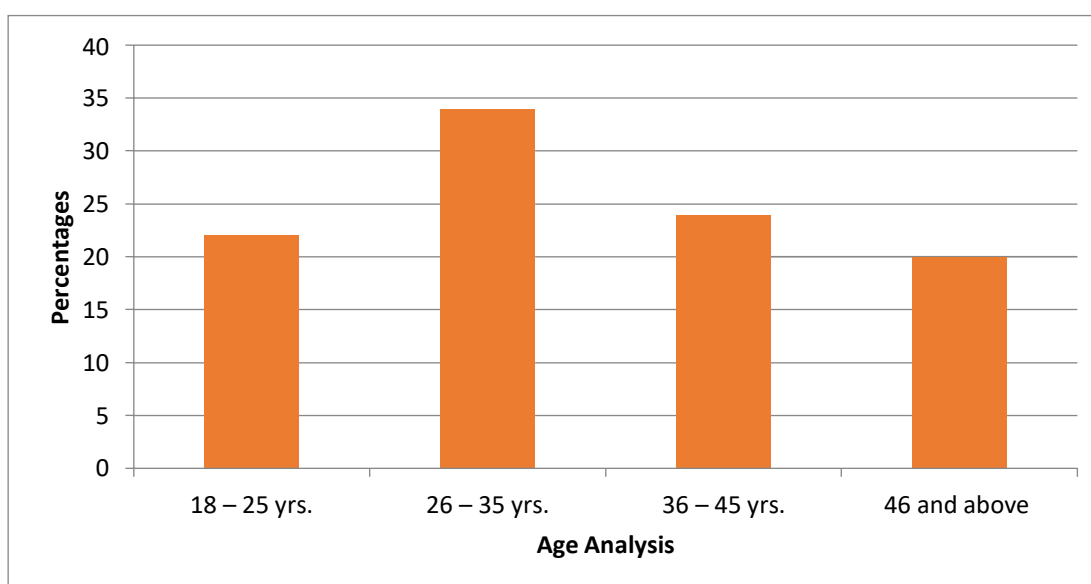
Table 4.2.3 Age Analysis

Category	Frequency	Percentage
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18 – 25 yrs.	9	22
26 – 35 yrs.	14	34
36 – 45 yrs.	10	24
46 and above	8	20
Total	41	100

Source: Author (2022)

Figure 4.3 Age Analysis



Source: Author (2022)

Figure 4.3 Age Analysis

Table and figure 4.3 above show the respondents ages. Based results, the respondents between ages 18 – 25yrs were nine at 22%; 26 – 35yrs were fourteen at 34%; 36 – 45yrs were ten at 24% while the respondents above the age of 46 yrs were 8 at 20%.

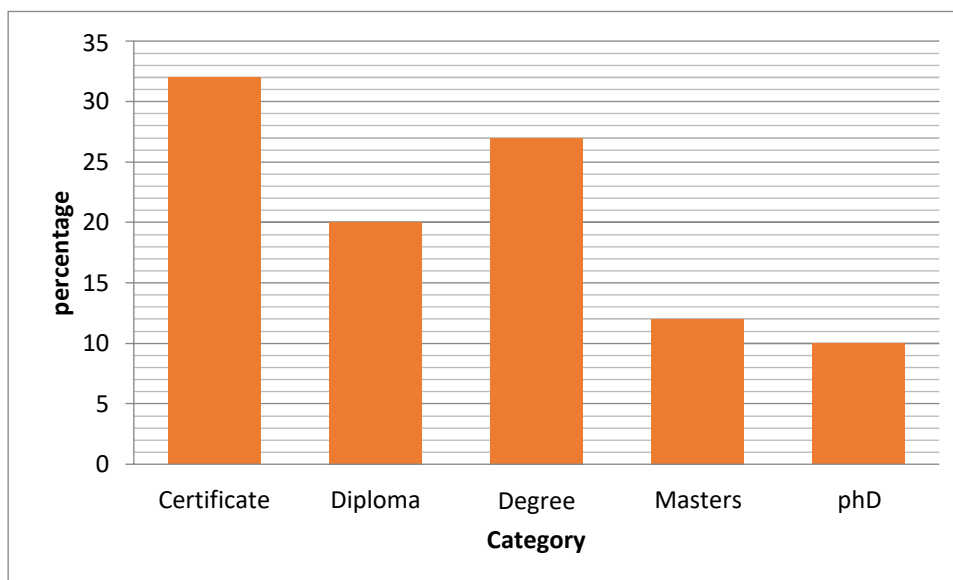
Table 4.2.4 Highest Level of Education

Category	Frequency	Percentage
Certificate	13	32
Diploma	8	20
Degree	11	27
Masters	5	12

PhD	4	10
Total	41	100

Source: Author (2022)

Figure 4.4 Highest Level of Education



Source: Author (2022)

Figure 4.4 Highest Level of Education

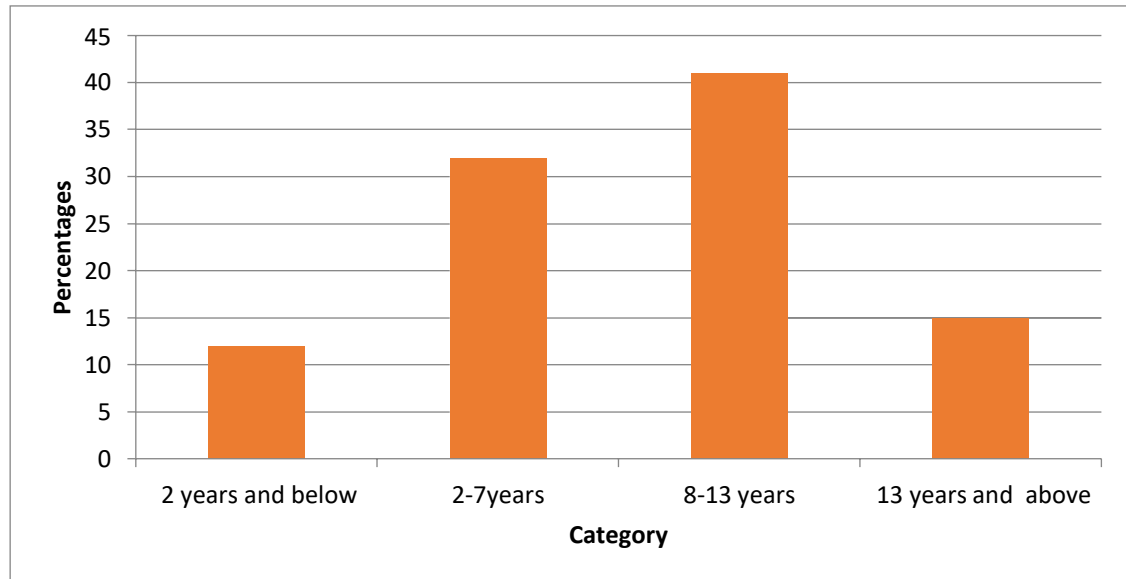
Based on the results, those who had attained secondary education were 8 at 19%; 15 of them 37% had only attained a college education and 18 of them 44% had attained a university education. No respondent reported having attained the primary level.

Table 4.2.5 Job Experience in the Organization

Category	Frequency	Percentage
2 years and below	5	12
2-7years	13	32
8-13 years	17	41
13 years and above	6	15
Total	41	100

Source: Author (2022)

Figure 4.5 Job Experience



Source: Author (2022)

Figure 4.5: Job Experience

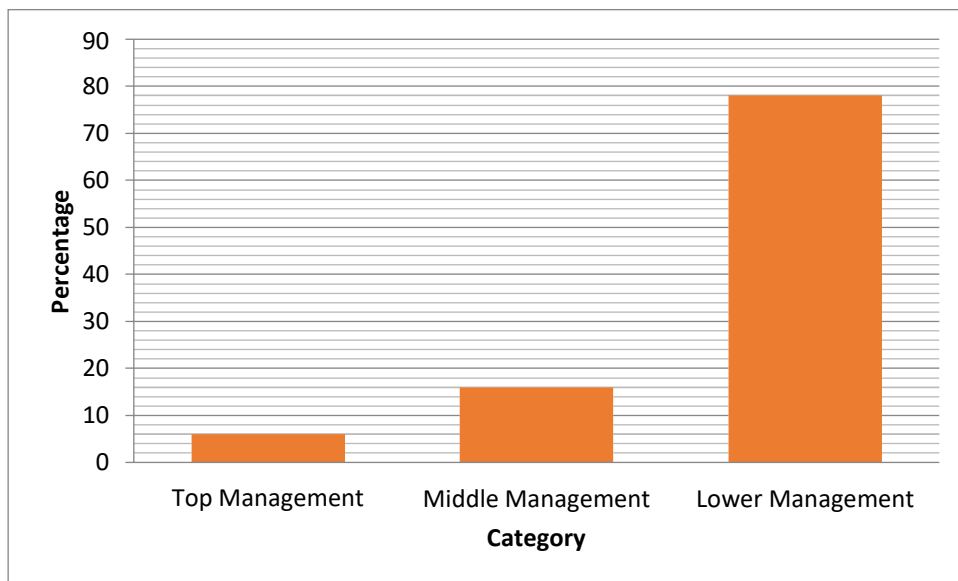
Table 4.5 and figure 4.5 shows job experience of the respondents. From the questionnaires, respondents who have worked for a period of 2 years and below were 5 constituted 12%, 2-7years were 13 at 32%, 8-13 years were 17 at 41% and those respondents who had worked for over 13 were 9 at 15%. From the study, it maybe decided that the adulthood of the respondents had processed for 'tween 8-13 age.

Table 4.2.6 Respondent Category

Category.	Frequency	Percentage.
Top Management	3	6
Middle Management	7	16
Lower Management	35	78
Total	41	100

Source: Author (2022)

Figure 4.6 Respondent Category



Source: Author (2022)

Figure 4.6 Respondent Category

From the study, it is clearly obvious that the majority of the respondents were from the support staff with percentage of 78% while middle level at 16% respectively and the top management at 6 %. The majority of the respondents came from the support level.

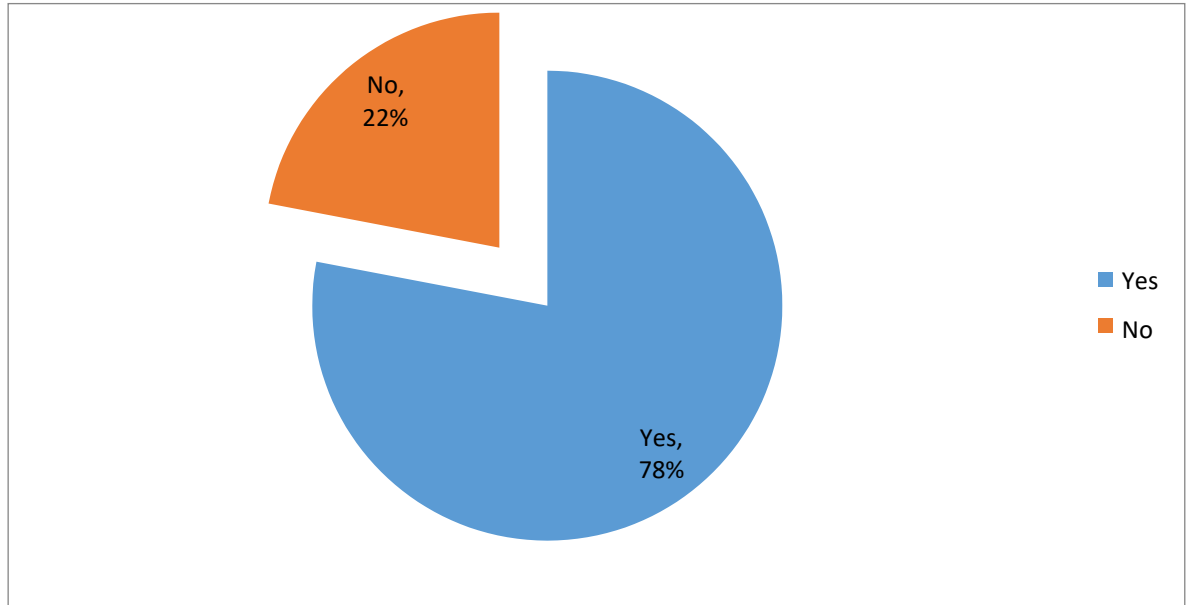
4.2.7 Transformational Leadership

Table 4.7 whether transformational leadership affects employee performance in East African Breweries Mills Limited

Category	Frequency	Percentage
Yes	35	78
No	6	22
Total	41	100

Source: Author (2022)

Figure 4.7 whether transformational leadership affects employee performance in East African Breweries Mills Limited



Source: Author (2022)

Table 4.7 and figure 4.7 show how transformational leadership affects employee performance in East African Breweries Mills Limited. From the results, 78% of the respondents indicated that transformational leadership affects employee performance in EABL while 22% of the total respondents did not agree.

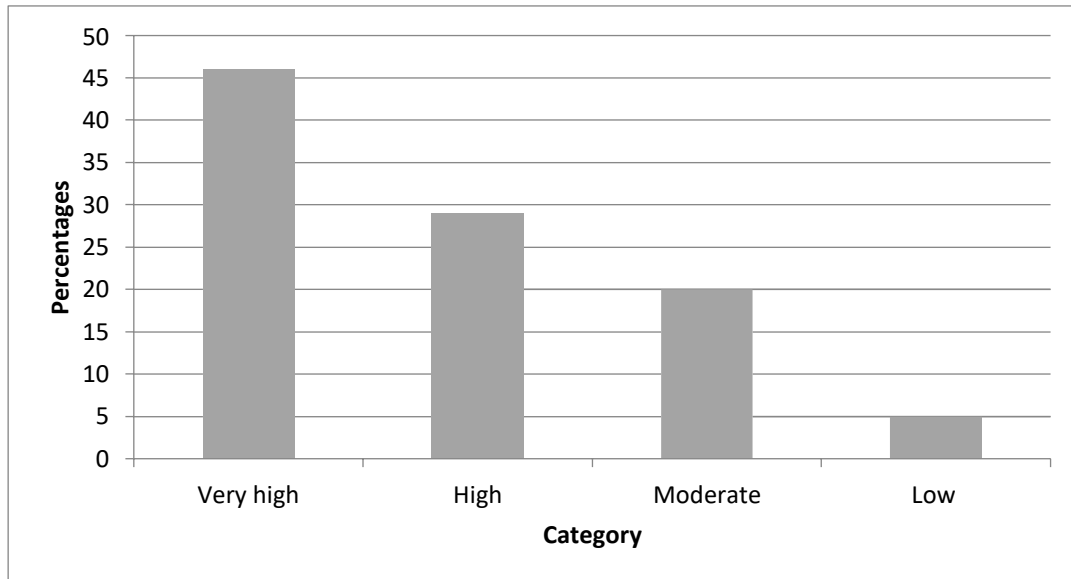
4.2.8 Transformational Leadership

Table 4.8 Transformational Leadership rating on employee performance in East African Breweries Mills Limited

Category	Frequency	Percentage
Very high	19	46
High	12	29
Moderate	8	20
Low	2	5
Total	41	100

Source: Author (2022)

Figure 4.8 Transformational Leadership rating on employee performance in East African Breweries Mills Limited



Source: Author (2022)

Table 4.8 and figure 4.8 show how they rated transformational leadership rating on employee performance in East African Breweries Mills Limited. Based on the analysis, 46% of the total respondents rated Transformational leadership as very high, 29% as high, 20% as fair and 5% rated it low. Majority of the staff rated transformational leadership as a key factor affecting employee performance in East African Breweries Mills Limited in Kenya to be very high.

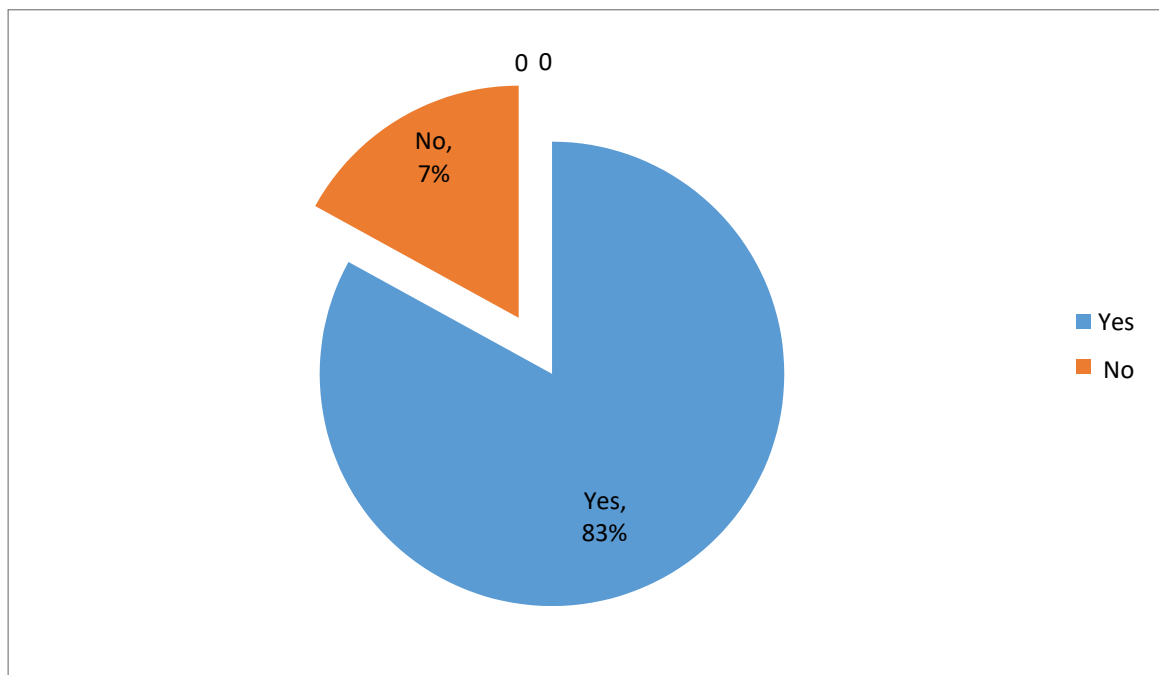
4.2.9 Transactional Leadership

Table 4.9 whether transactional leadership on employee performance in East African Breweries Mills Limited

Category	Frequency	Percentage
Yes	34	83
No	7	17
Total	41	100

Source: Author (2022)

Figure 4.9 Whether transactional leadership on employee performance in East African Breweries Mills Limited



Source: Author (2022)

Table 4.9 and figure 4.9 shows whether transactional leadership on employee performance in East African Breweries Mills Limited. Based on the analysis 83% of the total respondents agreed that transactional leadership affect employee performance in East African Breweries Mills Limited while 17% of the total respondents stated that transactional leadership does not affect transactional leadership on employee performance in East African Breweries Mills Limited. From the study, it can be concluded that transactional leadership affects employee performance in East African Breweries Mills Limited.

4.2.10 Transactional Leadership

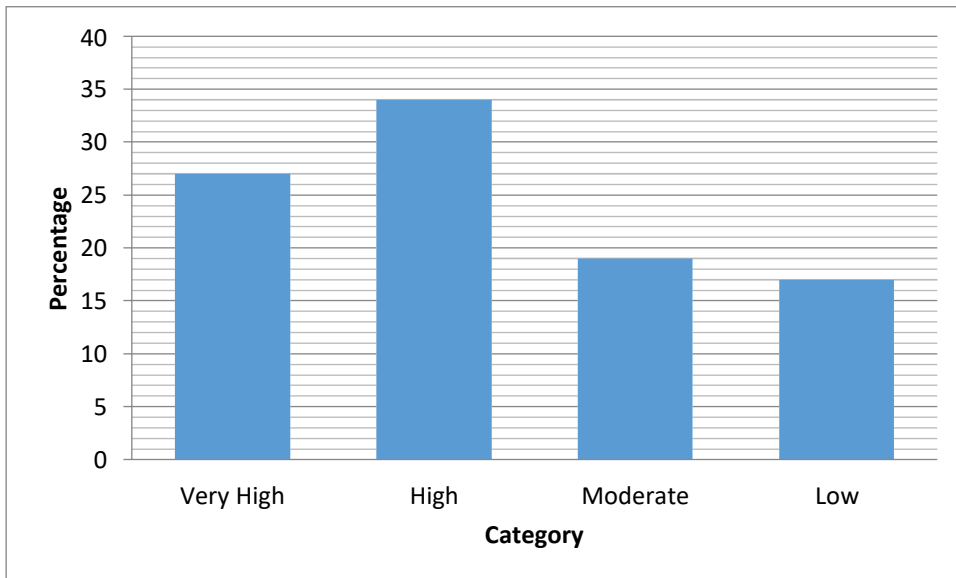
Table 4.10 Transactional Leadership rating on employee performance in East African Breweries Mills Limited

Category	Frequency	Percentage
Very High	11	27
High	14	34
Moderate	9	19

Low	7	17
Total	41	100

Source: Author (2022)

Figure 4.10 Transactional Leadership rating on employee performance in East African Breweries Mills Limited



Source: Author (2022)

Table 4.10 and figure 4.10 show how they rated whether transactional Leadership rating affects employee performance in East African Breweries Mills Limited. Based on the study, transactional leadership had a high impact at 34%, 27% - very high, 19% thought it was fair and 17% of the total respondent stated that it was low. Majority of respondents rated transactional Leadership's effect on employee performance in East African Breweries Mills Limited as high.

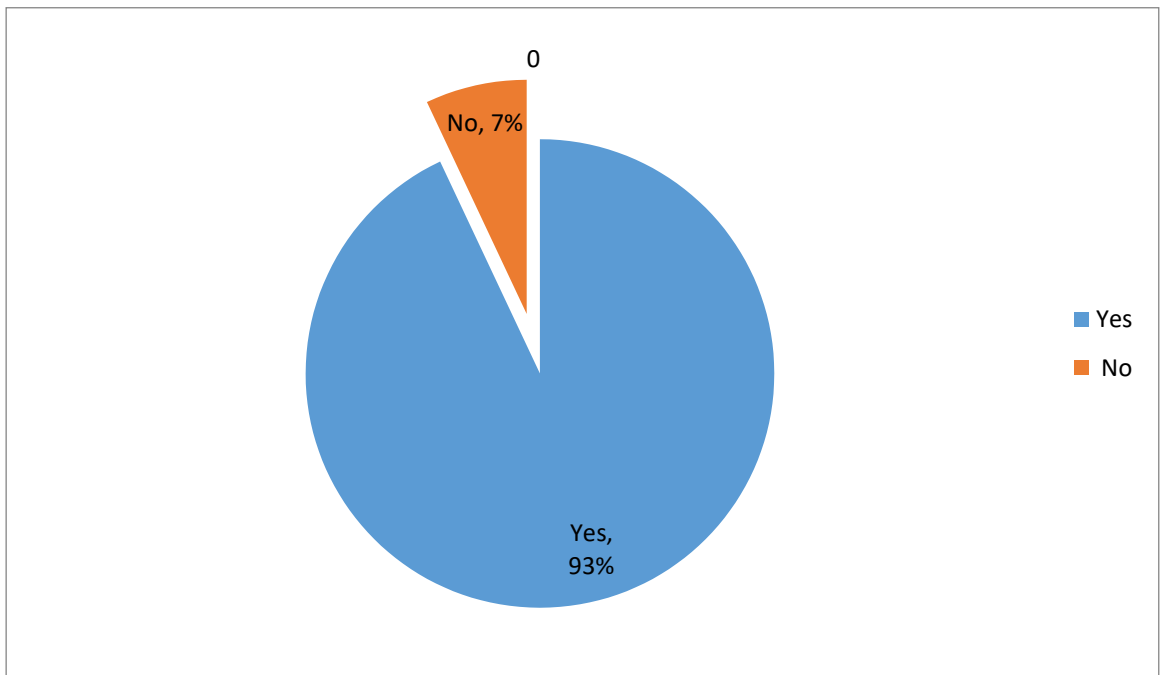
4.2.11 Laissez-Faire Leadership

Table 4.11 whether laissez-faire leadership style affects employee performance in East African Breweries Mills Limited

Category.	Frequency.	(%) Percentage.
No	3	7
Yes	38	93
Total	41	100

Source: Author (2022)

Figure 4.11 whether laissez-faire leadership style affects employee performance in East African Breweries Mills Limited



Source: Author (2022)

Table 4.11 and figure 4.11 shows whether laissez-faire leadership style affects employee performance in East African Breweries Mills Limited. Based on this, 93% of the total respondents indicated that laissez-faire leadership had an effect on employee performance in East African Breweries Mills Limited while 7% of the total respondents stated that the style had no effect on employee performance in East African Breweries Mills Limited. From the study, it can be concluded that the laissez-faire leadership style had an effect on employee performance in East African Breweries Mills Limited.

4.2.12 Laissez-Faire Leadership Style

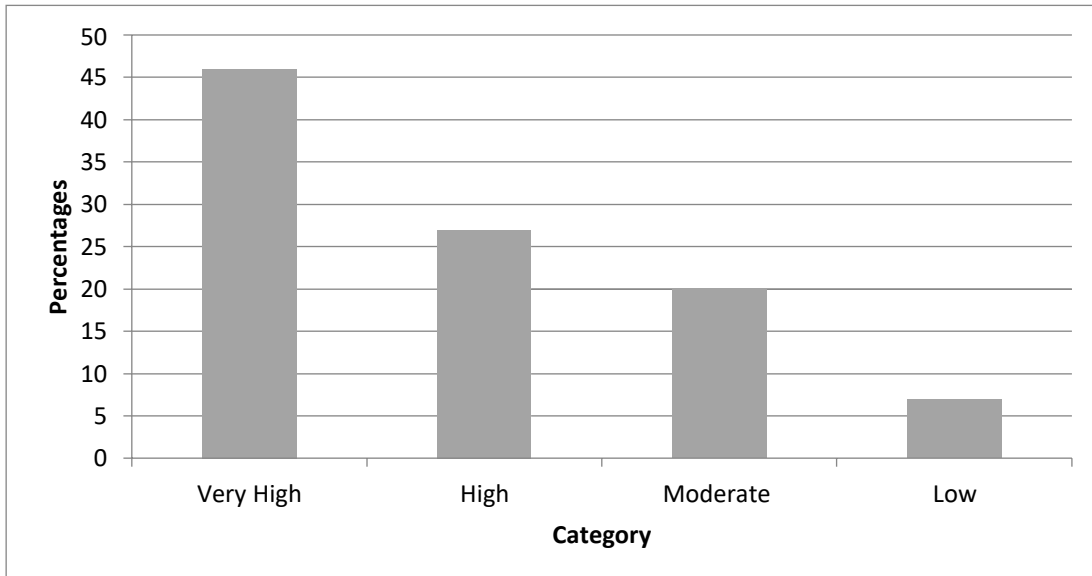
Table 4.12 Rating laissez-faire leadership style affects employee performance in East African Breweries Mills Limited

Category	Frequency	Percentage
Very High	19	46
High	11	27
Moderate	8	20
Low	3	7

Total	41	100
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Source: Author (2022)

Figure 4.12 Rating Laissez-faire leadership style affect employee performance in East African Breweries Mills Limited



Source: Author (2022)

Table 4.12 and figure 4.12 show how they rated laissez-faire leadership style effect on employee performance in East African Breweries Mills Limited. Based on the analysis, 46% of the total respondents rated the laissez-faire leadership style effect as very high, 27% as high, 20% as fair and 7% as low. Majority of the respondent's rated laissez-faire leadership style as very high in employee performance in East African Breweries Mills Limited.

4.2.13 Autocratic Leadership

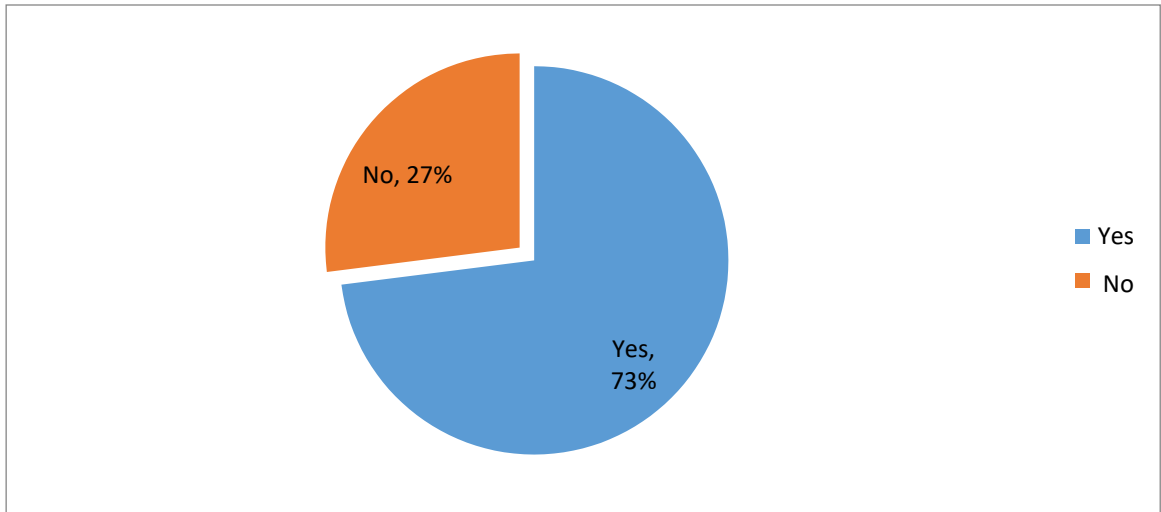
Table 4.13 Effects of autocratic leadership on employee performance in East African Breweries Mills Limited

Category	Frequency	Percentage
Yes	30	73
No	11	27

Total	41	100
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Source: Author (2022)

Figure 4.13 Effects of autocratic leadership affect employee performance in East African Breweries Mills Limited



Source: Author (2022)

Table 4.13 and figure 4.13 show whether autocratic leadership on employee performance in East African Breweries Mills Limited. From the analysis majority of the respondents, 73% against the minority at 27% indicated that autocratic leadership affect employee performance in East African Breweries Mills Limited

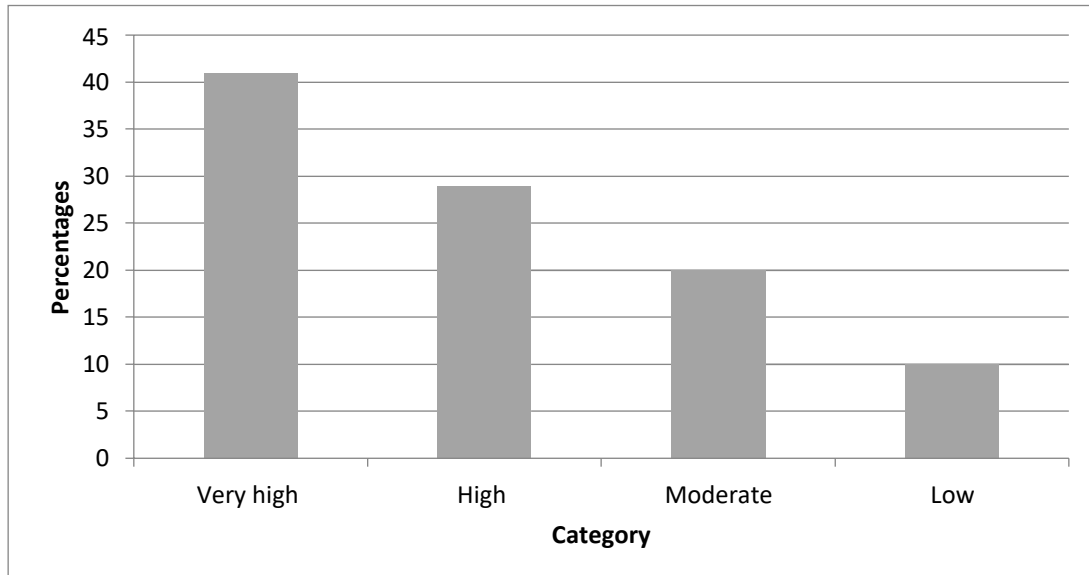
4.2.14 Autocratic Leadership

Table 4.14 Rating of autocratic leadership on employee performance in East African Breweries Mills Limited

Category	Frequency	Percentage
Very high	17	41
High	12	29
Moderate	8	20
Low	4	10
Total	41	100

Source: Author (2022)

Figure 4.14 Rating of autocratic leadership on employee performance in East African Breweries Mills Limited



Source: Author (2018)

Table 4.14 and figure 4.14 indicates the rating of autocratic leadership on employee performance in East African Breweries Mills Limited. From the analysis majority of the respondents 41% rated it very high, 29% rated high, 15% rated fair while the minority at 10% rated it low. Autocratic leadership has a very high effect on employee performance in East African Breweries Mills Limited.

4.3 Summary of Data Analysis

4.3.1 Introduction

In all the 63 questionnaires that were delivered only 41 of the respondents acknowledged exhibiting 65% of the total respondents who engaged efficiently and their study were contained in the study. The remaining 22 presented 35% never restored the questionnaires for study and then were not contained in the study. From the study, 68% were male against 32% who were female. In conditions adult classification, the ages between 18-25 were presented by 22%, the ages betwixt 26-35 were presented by 34%, and the ages middle from two points 36-45 were presented by 24%, while 46 and above were depicted by 20%. Based on the judgments it's clear the adulthood of the accused had university abilities accompanying 44%, they were understood by accused

37% from the college level and therefore 19% from the secondary education level. In agreements of task occurrence, those the one had processed for 2 years and beneath were presented by 12%, 2-7 age were depicted by 32%, 8-13 age by 41% and those the one had processed for 13 age and above were presented by 15%.

4.3.2 Transformational Leadership

The study revealed whether transformational leadership on employee performance in East African Breweries Mills Limited. It was established that 78% of the respondents said that transformational leadership affect employee performance in East African Breweries Mills Limited while 22% said that there was no effect on employee performance in East African Breweries Mills Limited.

4.3.3 Transactional Leadership.

Based on the results, majority of the respondents at 83% agreed transactional leadership affects the research problem while the remaining 17% said transactional leadership has no effect on employee performance in East African Breweries Mills Limited.

4.3.4 Laissez-Faire Leadership

The study showed the effect of Laissez-Faire style on employee performance in East African Breweries Mills Limited where majority of the respondents at 93% agreed that laissez-faire Leadership affects employee performance in East African Breweries Mills Limited whereas 7% said Laissez-Faire Leadership has no effect on employee performance in East African Breweries Mills Limited.

4.3.5 Autocratic Leadership

The study revealed the impact of Autocratic style of leadership on employee performance in East African Breweries Mills Limited. It was established that 73% of the respondents said that autocratic Leadership affects employee performance in East African Breweries Mills Limited while 27% said that there was no effect.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.

5.1 Introduction

This portion presents the findings, conclusion, recommendations and suggestions further studies that are established the determinants that influence credit administration in the manufacturing in Kenya.

5.2 Summary of Findings

5.2.1 To what extent does transformational leadership affect employee performance in East African Breweries Mills Limited?

The majority of respondents indicated that transformational leadership is important if the organization is to realize its visions and missions. In this regard, the respondents indicated that the transformational leadership set-up enables a clear flow of information from the top mismanagement and at a more strategic level enables employees to develop some level of dependents. The reaction was ranked as; very extreme 46%, extreme 29%, moderate 20% and depressed 5%. Transformative guidance influences operator performance in East African Breweries Mills Limited at a very high rate as evident from results.

5.2.2 What is the effect of transactional leadership on employee performance in East African Breweries Mills Limited?

It was found that transactional leadership has an effect on employee performance in East African Breweries Mills Limited. When asked to rate the transactional leadership effect, the majority of respondents stated that it is vital for an organization to have a relationships that benefits all stakeholders including management and employees. The response was rated as; very high by 27% high by 34%, moderate by 19% and low by 17%.

5.2.3 To what extent does laissez-faire leadership style on employee performance in East African Breweries Mills Limited?

A Laissez-faire management style is one of the main determinants to be implant concern by the administration. The majority of the respondents agreed that organizations should embrace a laissez-faire leadership style and they rated the effect of laissez-faire

leadership style on employee performance in East African Breweries Mills Limited; as very high 46%, high 29%, moderate 20% and low as 7%.

5.2.4 How does autocratic leadership on employee performance in East African Breweries Mills Limited?

It was found that autocratic leadership affects the employees negatively in providing a seamless provision of services. On rating the effect of autocratic leadership on employee performance in East African Breweries Mills Limited, the response rate was very high at 41%, high rate at 29%, 20% at a moderate rate and 10% at a low rate.

5.3 Conclusions

Transformational Leadership is very important if organizations are to achieve their visions and missions. The respondents affirmed that where transformational leadership is used organizations usually achieve their strategic plans at a faster rate. The organization should have better culture to attract even more leadership styles that do not strain the relationship.

However, in order to improve relationships between firms and their people, transactional leadership is crucial. Teams are a great approach to maximizing organizational effectiveness in transactional leadership organizations, and the leadership must encourage the formation of successful teams. Organizational leaders must acknowledge teams' distinctive ability to produce results and comprehend the advantages they offer if they are to effectively harness the knowledge, innovation, and creativity that teams possess. When managers and leaders are aware of this, they are willing to support and foster the growth of teams within the firm.

In most management and with this leadership style, employee participation is paramount. Managers have very little private influence and delegate nearly entirely. In that sense, it is analogous to facilitative guidance. Facilitating commanders trust that accompanying the possessions they offer; their workers are capable to function alone.

People can learn new information, develop new abilities, and carry out activities in a different and more effective way through training. Its goals are to instruct staff members on how to carry out particular tasks or jobs. Any organization's ability to operate smoothly and effectively is strongly related to how well-equipped its staff is with the necessary abilities.

Conclusions about how well employees understood the adoption of an autocratic leadership style were drawn from the study. In many corporate situations, autocratic leadership is essential. Within organizations and businesses that demand error-free results, this style is essential. Despite being one of the least preferred management philosophies, authoritarian leadership is one of the most widespread. Typically, in an autocratic leadership style, one individual makes all strategic choices on behalf of all subordinates. Although it has waned in popularity in recent years, authoritarian leadership is still widely used.

5.4 Recommendations

5.4.1 Transformational Leadership

The organizations should be able to improve the way of engagement with the employees through the adoption of transformational leadership whereby the employees are assured of change that is internment with the growth of the organization. This will be done by the management by guaranteeing that it helps the facing of personnel by arranging preparation through seminars, rallies, conventions etc. so concerning experience the employees on the issues having connection with service delivery management.

5.4.2 Transactional Leadership

There must be a high level and strategy in place to ensure by management that the heads provide leadership when running the organizations. As a result, there should be clear policies in place to ensure that operations are carried out in accordance with and adequately.

5.4.3 Laissez-faire

The study advises that any organization should ensure that there is far-reaching research on how to ensure that good culture and work ethics that will allow this leadership style to flourish and is achieved in all levels of administration.

5.4.4 Autocratic Leadership.

Autocratic leadership is important in many work environments. This style is necessary for organizations and businesses looking for perfect results. Autocratic leadership is one of his most hated leadership styles. It is also the most common one. In an autocratic leadership process, one person usually makes all strategic decisions for his

subordinates. Autocratic leadership styles are still common, although they have fallen out of favour in recent decades.

5.5 Suggestion for Further Study

Since the effects of leadership style on employee performance at East African Breweries Mills Limited could not be fully explored, the researcher concluded that additional research was necessary. As a result, it is advised that similar studies be conducted in various contexts in order to produce findings that can be applied generally. For example, research on countries with its own government apart from Kenya is advised in order to identify additional variables that may establish the effects of leadership style on worker performance in Kenya's production industries.

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APPENDIX I

RESEARCH QUESTIONNAIRE

Kindly answer the questions by putting a cross/tick in the appropriate box or by inserting the answer in the space provided.

SECTION A: GENERAL INFORMATION (Tick where appropriate)

1. Gender

Male

☐

Female

☐

2. Age

Age-18-25

☐

Age-26-35

☐

Age-36-45

☐

Above age- 46

☐

3. Highest levels of education.

Diploma	Degree	Masters	PHD
☐	☐	☐	☐

4. Work Experience.

Less than 2yrs	☐
2-7 yrs.	☐
8-13 yrs	☐
13 yrs. and above	☐

5. Respondent Category

Top Management	Middle Level Management	Middle Management
☐	☐	☐

SECTION B: TRANSFORMATIONAL LEADERSHIP STYLE

6. Do you understand what is the meaning of transformational leadership style?

Yes ☐

No ☐

7. If yes, In your own opinion does transformational leadership style affect employee performance?

Yes ☐

No ☐

8. How would you rate the influence of transformational leadership style on the following.

S/N0	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
• Transformational leadership style affect profitability of the company.					
• Transformational leadership style affect dividend ration.					
• Transformational leadership style impact on number of employees hired.					

9. How do you rate the effects of transformational leadership style on employee performance in Kenya?

S/N0	Very large extent	Large Extent	Low Extent	Very low Extent
Effects of transformational leadership style on employee performance in Kenya?				

10. Please give suggestions on how the effect of transformational leadership style on employees' performance in Kenya can be improved.

.....
.....

SECTION C: TRANSACTIONAL LEADERSHIP STYLE

11. In your own opinion do you think transactional leadership affect employee performance in Kenya?

Yes []

No []

12. How would you rate the influence of transactional leadership affecting employee performance in Kenya on the following;

S/N0	High	Moderate	Low
Customer satisfaction			
Profitability of the company.			
Company brand name.			

13. How do you rate the influence of transactional leadership on employee performance in Kenya?

- To a very large Extent []
- To a large Extent []
- To a low Extent []
- To a very low Extent []

14. Suggest ways in which transactional leadership effect on employee's performance in manufacturing industries in Kenya can be management to get better result?

.....

SECTION D: LAISSEZ-FAIRE STYLE OF LEADERSHIP

15. In your own opinion does a laissez-faire style of leadership influence on employees' performance in manufacturing industries in Kenya?

Yes []

No []

16. How would you rate the influence of laissez-faire style of leadership on the following (Rate as Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree)

a. Customer focus impact on customer satisfaction []

b. Customer focus affects the profitability of the company []

c. Customer focus affect company brand name []

17. How do you rate the influence of the laissez-faire style of leadership on employee performance in manufacturing industries in Kenya?

To a very large extent []

To a large Extent []

To a low Extent []

To a very low Extent []

18. In your opinion, suggest how the laissez-faire style of leadership influences employees' performance in manufacturing industries in Kenya can be improved.

.....
.....

SECTION E: AUTOCRATIC LEADERSHIP

19. In your own opinion does autocratic leadership influence employee performance in manufacturing industries in Kenya?

Yes []

No []

20. How would you rate the influence of autocratic leadership on the following (Rate as Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree)

d. Marketing strategy impact on customer retention []

e. Marketing strategy affect company visibility []

f. Marketing strategy affect company brand name []

21. How do you rate the influence of autocratic leadership influence employee performance in manufacturing industries in Kenya?

To a very large extent []

To a large Extent []

To a low Extent []

To a very low Extent []

22. Suggest how autocratic leadership influence employee performance in manufacturing industries in Kenya can be improved.

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THANK YOU FOR YOUR COOPERATION