

**EFFECT OF LEADERSHIP STYLE ON EMPLOYEE
PERFORMANCE AT UNGA GROUP LIMITED IN NAIROBI
COUNTY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF DIPLOMA IN LEADERSHIP
MANAGEMENT AT THE MANAGEMENT UNIVERSITY OF AFRICA**

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DECLARATION

This research 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.

Sign.....

Date.....

DERRICK CHOMBA WACHIRA

Dip.ML/7/00088/1/20

Supervisor Declaration:

This research project has been submitted for examination with my approval as the University Supervisor.

Sign.....

Date.....

DOROTHY LAGAT

Management University of Africa

DEDICATION

I dedicate this research to God Almighty, who has provided me with the strength and wisdom to carry it out. I also dedicate this work to my family and many friends for their inspiration and support during this course. I will always appreciate all they have done for me.

ACKNOWLEDGEMENT

I would like to start by thanking my project teacher Ms. Dorothy Lagat for her expert advice and encouragement throughout this difficult project. I would also like to acknowledge the Management University Community of Arica for support as I continue with the academic life in this institution. God bless you all.

ABSTRACT

The objective of this study was to investigate the effectiveness of different leadership styles on the performance of employees at UNGA Group Kenya. The study employed survey descriptive design. The target population was 323 employees of UNGA Group Limited in Nairobi County. The study used simple random sampling to select 155 employees to participate in the survey. The study relied on primary data. Data collection was performed through the use of structured questionnaires. The study also indicated that the existing type of leadership in selected UNGA Group affected the employee's performance both positively and negatively. Finally, the study found that there are various measures that can be used to address the negative effects caused by the existing type of leadership. Among of the suggested measures includes; leaders should be flexible to change their styles, ensure collaboration with the employees, leaders should use participatory methods of leadership and that leaders should win subordinates.

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DEFINITION OF TERMS

Autocratic Leadership - a leadership style where an Individual controls over all decisions and is also characterized by little or no input from group members.

Laissez Faire leadership - a leadership style that allows decisions to be made by employees but the leader is still held responsible for the decisions made by the employees.

Transactional leadership - a leadership approach that focuses on use of punishments and rewards to motivate employees.

Transformational Leadership - a leadership style that is used to create valuable and positive change in employees with the end of turning employees to leaders

DEFINITION OF ACRONYMS

SD - Strongly Disagree

D - Disagree

N - Neutral

A - Agree

SA - Strongly Agree

ANOVA - Analysis for Variance

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Research Problem

Leadership has long been a major issue and has been challenging practitioners and researchers alike (Northhouse, 2013). The term leadership refers to phenomenon that is very complex and is a process that is similar to management in various ways, as it involves influence and requires working with people, both of which management requires (Northhouse, 2013). According to Rasool, Arfeen, Mothi, and Aslam (2015), a manager's leadership style and support significantly contribute to employee engagement. Leadership is not a "one-size-fits-all" concept; frequently, a manager must adapt their style to fit a situation or a specific group, which is why it is beneficial to gain a thorough understanding of various leadership styles. After all, the more techniques a manager is familiar with, the more tools they will have to effectively lead (Murray, 2013). (Murray, 2013).

The strategy and technique used to provide guidance, encourage others, and achieve goals is referred to as leadership style (Shadraconis, 2013). According to D'Souza (1995), leadership comprises the interdependence of three factors: the needs, abilities, and attributes of the leader; group experience and their demands; and the needs of the circumstance. The interdependence of these three criteria demonstrates that no one leadership style is best suited to the scenario. Leadership styles range from one group to the next and from one scenario to the next, influencing employee performance.

Employee performance is described as the successful execution of work by workers, as specified and assessed according to established criteria, while efficiently utilizing resources available in a changing context (Kyrgidou and Spyropoulou, 2013). Employee performance management is used to ensure that workers' job activities and output are in line with the organization's goals. It comprises outlining the actions and outputs that will ensure the successful implementation of the

organization's plans and the achievement of its goals (Kyrgidou and Spyropoulou, 2013; Rizov and Croucher, 2009; Datche and Mukulu, 2015).

Transformational leaders improve employee performance by enhancing their awareness of the relevance and advantages of chosen outcomes, as well as the methods for achieving these outcomes (Shadraconis, 2013). Furthermore, transformational leaders motivate people to put their personal interests aside in order to support their organization's goal and vision (Judge and Piccolo, 2014). According to Bass and Avolio (1994), the four basic scopes of transformational leadership theory are: intellectual stimulation, inspiring motivation, individualized concern, and idealized influence.

Obiwuru, Okwu, Akpa, and Nwankwere (2014) studied the link between leadership styles and employee performance in Africa using the path- goal theory of leadership. They concentrated on a few corporate companies in Nigeria's federal capital area of Abuja. The purpose of the research was to determine the association between leadership style and employee performance in the firms studied. The data revealed a substantial link between leadership style and employee performance in a company. According to the findings of this study, leaders and leadership styles in businesses have an impact on their workers' capacity to achieve company goals and objectives (Menz, 2012). The study advised that a good compensation system be implemented in order to achieve outstanding employee performance (Northouse, 2014). According to the findings of the study, leadership has a major impact on worker performance and organizational growth.

Unga group limited is among the first organizations in Kenya. It was registered on 28th December 1908 with the purpose of serving the milling needs of the maize and wheat growing sector that was based in the rift valley location. By the 1970's Unga limited had become the biggest grain miller in East Africa with productions in Nakuru, Eldoret, Nairobi, Iringa, Dar es salaam, Arusha and Jinja. The company has been a publicly listed in Kenya since 1956. It is the industry giant in manufacturing and production of high-quality human nutrition and animal health feeds within East Africa. The company's products are manufactured from high quality grains sourced locally.

Unga Group is based in Nairobi and serves as the holding company for three operational companies: Unga Limited (human nutrition), Unga Farm Care (E.A) Limited (animal nutrition

and health), and Unga Millers (Uganda) Limited (human and animal nutrition). In 2014 the company sold all its interest in Bullpalk limited and is currently with the remaining three operations. Unga limited has mills in Nairobi and Eldoret. Unga farm care has production plants in Nakuru and Nairobi. The production plants are maintained by highly developed analytical laboratories (Kalya, 2013) Unga limited major maize brands are Jogoo, hostess, Hodari and Jogoo extra; Jogoo Wimbi, targeting the emerging market for healthy foods. In the wheat category there is the exe family of specialty home baking flours including all purpose, Chapati, Mandazi, self-raising, Atta mark 1 and brown bread flour. Unga limited maintains market leadership in the uji porridge category with its range of natural and high-quality products sold under the famila brand include, ujimix the original sour porridge, infant weaning and pure wimbi. Also, recently from 2014 the company ventured in production and sale of cereals through its brand know as Amana.

1.2 Statement of the Research Problem

Jing and Avery (2011) stated that, despite some researchers' expected leadership-performance link, existing data are equivocal and difficult to understand, making direct comparisons nearly impossible. They prioritize the need for more research on this topic. In Africa, Mohammed, Yusuf, and Sanni (2014) stated that, while progress has been made in understanding leadership traits, it is important to recognize that much is still unknown about how a leadership style can be applied effectively to improve employee performance, leaving gaps and unanswered questions. According to Pact Inc. (2017), more research is needed to understand how intangible organizational factors influence employee performance. The study proposes investigating whether motivated executives lead firms that achieve significant gains in performance.

In Kenya, Koech and Namusonge (2012) identified that the research available on the subject of leadership styles and performance on Kenyan industries is limited and inconclusive, indicating the need for more research that can contribute to the growing body of literature exploring leadership influence on employee performance. Scholars have observed a gap in academic research, notably on the impact of leadership in employee success. This study intended to address a vacuum in the literature, particularly in the manufacturing sector, and its impact on employee performance.

1.3 Research Objective

The purpose of this study was to look at the impact of different leadership styles on employee performance at UNGA Group Kenya.

1.4 Specific Objectives

The study was guided by the following specific objectives:

- 1.4.1 To evaluate the effects of transformational leadership on employee performance in UNGA Group Kenya.
- 1.4.2 To evaluate the effect of laissez-faire leadership style on employee performance in UNGA Group Kenya.
- 1.4.3 To evaluate the effect of autocratic leadership on employee performance in UNGA Group Kenya.

1.5 Research Questions

The study sought to answer the following questions;

- 1.5.1 What is the effect of transformational leadership style on employee performance in UNGA Group Kenya.?
- 1.5.2 What is the effect of transactional leadership style on employee performance in UNGA Group Kenya.?
- 1.5.3 What is the effect of laissez -faire leadership style on employee performance in UNGA Group Kenya.?

1.6 Significance of the Research

The researcher hopes that in view of this study:

1.6.1 UNGA Group Leadership

After evaluating the link between leadership style and employee performance, the company will be in a better position to use the study findings to build leadership programs in which leaders will gain important leadership skills for successful management and organizational performance.

1.6.2 Policy Makers

The conclusions of this study will help various leaders determine the best and most appropriate leadership style to utilize in relevant settings for team success and better staff

productivity.

1.6.3 Researchers

The research's basis and conclusions will be valuable to future researchers, students, and academics who are investigating into the effects and significance of diverse leadership styles on employee performance.

1.7 Scope of the Study

This study sought to determine how leadership styles influences employee performance in manufacturing sector, focusing on UNGA Group Ltd in Kenya. the study focused on autocratic, transformational, and Laissez Faire leadership styles. The research was conducted during the months of September 2021 to October 2021.

1.8 Organization of the Study

The dissertation is divided into five chapters. The remainder is structured as follows: The second chapter is a review of the literature. The approach used in the study is presented in Chapter three. The fourth chapter provides and examines the study's findings. Finally, in Chapter 5, the author summarizes, concludes, and makes suggestions where further research topics are also recommended.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter covers the definition of different concepts which were used in this study and theoretical literature review which reviews various theories related to the study and empirical literature review of various literatures related to the study, knowledge gap and conceptual framework are addressed.

2.2 Theoretical Framework

Theoretical framework is the one which show theories in relation to the research objectives. The following are theories guide this study.

2.2.1 Trait Approach

Trait approach theories study any exceptional or distinct qualities differentiating the leader from the followers, with the implication that it should be possible to identify a leader based on those traits. Most research in this area, beginning in the 1940s, focused on the individual traits and consequences of the leader's behavior in displaying specific traits. Barnard M. Bass [1] conducted a mega study using fifty-two organizational surveys. In reviewing these surveys, he identified trait factors that appeared three or more times in any one organizational survey identifying a comprehensive list of traits used by organizational leaders (see the sidebar "Bernard Bass Trait Factors Appearing in Three or More Leadership Studies"). Also highlighted in Bass's work is whether the leader or employee possesses one or more specific traits that lend to or detract from achieving organizational success.

The existing relationship between the theory and the study is that, the theory talks of leadership traits which differentiate leaders and followers. These traits are the ones which can also influence the leadership style which will be preferred by the leader. It is the style of leadership selected

which will have an effect on performance of employees. Performance of employees will at the end influence performance of the overall organization.

2.2.2 Behavioral Approach

A way to better understand the behavioral approach involves an understanding of the path-goal theory in terms of the operant conditioning of the follower to perform a required task or behave in a certain manner. An example of the path-goal theory is when the leader reinforces the desired change behavior in a follower or subordinate by demonstrating what reward is available to him or her. The leader shows the follower the “paths” (behaviors) through which the reward may be obtained. The focus of this particular theoretical approach is on the leader’s observable behaviors (actions) that influence followers to commit their actions to meet the specified task requirement of the leader.

2.2.3 Power-Influence Approach

This research approach involves a dyadic leader-follower relationship. Like most research on traits and behavior, some of the power-influence research takes a leader-centered perspective with an implicit assumption that a cause to effect, where the cause is the leader’s action and the effect is the followers’ reaction, involves a dyadic leader-to-led influence approach, where the leaders direct a task and purpose and the followers react to perform the task within the stated purpose of the action. The effectiveness of leadership power is examined in this approach in terms of the amount and type of personal and position power a leader has and how the power is managed.

2.2.4 Transformational and Transactional Theory

Transformational theory is a relatively new approach to leadership that focuses on how leaders can create valuable and positive change in their employees. James Mac Gregory Burns when first introduced the concepts of transformational leadership when studying political leaders, but this term is now used when studying organizations as well. Burns described two leadership styles: transactional and transformational.

The existing relationship between the theory and the study to be undertaken is that, the theory focuses on transactional and transformational leadership styles in an organization. These two styles can be applied at different times and affect performance of employees. It means that adoption of one of the two leadership styles will lead to either improved or decreased performance of employees.

2.2.5 Integrative Approach

The integrative approach includes more than a single variable of study. In this case, it could include a study of trait and behavioral approaches, or the power-influence and situational approaches, or a combination of more than two. It is rare, though, to find a study that includes all the approaches discussed in this section. Researchers today find that the outcome of leadership can be a matter of using various approaches; for example, situations provide self-selection of leaders, and the leader in this case must possess the appropriate traits to be effective in solving the situational problem.

2.3 Empirical Review

Mawoli, Mohammed, and Sarkin-Daji (2013) examines the effect of different leadership styles on the job performance of health workers at Federal Medical Centre, Bida. A sample size of 82 was drawn from a total population size of 1400 staff of FMC as at the time of conducting this research. Stratified random sampling method was used. Three different hypotheses were stated and tested with linear regression analytical tool. It was found that autocratic, democratic and laissez-faire leadership styles are used by different heads of units, sections and departments to produce different job performance. Specifically, democratic leadership style has significant impact on the job performance of health workers while autocratic and laissez-faire leadership styles have less or no significant impact on the job performance of health workers. Furthermore, it was recommended among other things that the use of laissez-faire and autocratic styles should be discouraged since they are capable of creating a lawless working environment and very low employee's job performance respectively.

According to Northouse (2013), poor or unsuitable leadership styles can have a direct impact on employee performance and retention in today's business environment. According to Dale

Carnegie Training (2012), leadership allows employees to connect with the company, and those who emotionally connect in a positive way with the organization feel a sense of ownership and are more likely to stay with it, delivering superior work in less time and lowering turnover costs.

In their contribution, Suleman et al. (2011) argue that leadership and its efficacy are the key emphasis for organizations in order to fulfill organizational goals and build organizational commitment in their personnel. Sifuna (2012) discovered that in many African universities, leaders are recruited and awarded based on their academic qualifications, research, teaching, and community service rather than their leadership potential, and they rarely receive critical training in strategic planning, budgeting, human resource development, and faculty management.

Tsigu and Rao (2015) discovered that transformational leadership style explained the diversity in performance better than transactional leadership style in their study "leadership styles: their impact on job outcomes in Ethiopian companying industry." As a result, the researchers suggested that if the companys under investigation focused more on transformational leadership style features, they would be able to better satisfy and hence acquire greater output from their staff. Gimuguni et al. (2014) found a moderately high positive and significant relationship between the three leadership styles (autocratic, lassies-faire, democratic) and performance in Mbale local government in their study on the effect of leadership styles on the performance of local governments in Uganda. The researchers discovered that Mbale local government officials utilize an authoritarian style of leadership to encourage staff to do their obligations, but that a laissez-faire style of leadership dominated Mbale local government, which might have resulted in missed deadlines. The findings also demonstrated that, as a result of democratic leadership, the local government has improved in terms of expanded work forces, high speed of completion of work, effectiveness, and timeliness. As a result, it was decided that the Mbale local government seeks to blend the three leadership styles, despite the fact that autocratic and laissez faire predominate.

A study carried out to examine the causal relationships among transformational leadership, organizational commitment, and employee effectiveness by Srithongrung (2011) targeted state public employees. The study used path analysis to understand the direct and indirect effects of four transformational leadership components, three organizational commitment types, and two employee effectiveness types. The findings confirmed that idealization influence directly

enhances employees' extra-role behaviors and indirectly enhances extra-role behavior through internalization commitment. The findings indicated that when the leader and the subordinate have the same beliefs and the leader acts as a role model for the organization, the subordinates are willing to exert extra effort to accomplish organizational tasks because they feel that the interest of the organization and theirs are the same. The current study has used regression analysis to reveal the impact of idealized influence on employee performance.

Sundi (2013) conducted an exploratory study on the effect of transformational leadership on employee performance. The sample size was 126 employees. The findings indicated that the idealized influence dimension of the leadership caused improved performance of individual employees due to direct communication from subordinates to superiors who emphasized ethical values and morals at work. Similarly, the leadership was certain to succeed in carrying out duties and functions by considering the consequences of the morality and ethics of every decision made. However, this study was conducted in a 63 educational setting, it remained to be seen whether these findings may be replicated in manufacturing sector.

Sougui, Bon, and Hassan (2016) discovered that the four path-goal theory leadership styles, namely directive, supporting, participatory, and achievement-oriented (Daft, 2011), had a substantial influence on employee performance in Chadian Telecom Engineering firms. In Kenya, Otieno (2015) discovered that Path-goal theory leadership styles resulted in employee engagement, which resulted in higher staff performance in the horticulture industry. Finally, Wanjala (2014) discovered that a manager's leadership style (path goal leadership styles) has an impact on employee work performance, either favorably or negatively.

According to this assessment of relevant literature, while some researchers argue that leadership improves organizational performance while others disagree, different conceptions of leadership have been used in different studies, making direct comparisons nearly difficult. There are still gaps and unsolved questions. As a result, the current study aims to re-examine the hypothesized leadership-performance link and therefore contribute meaningfully to the expanding body of literature and expertise in this field of study, particularly in regard to county government in Kenya..

2.4 Conceptual Framework

According to Camp (2001) A conceptual framework is a structure that the researcher feels best explains the natural course of the topic under investigation. In this study, training is an independent variable and employee's commitment is a dependent variable. The conceptual framework of this study comprises of two variables which are independent variable and dependent variable. Independent variable is the variable which influences changes in other variables. It is the variable which does not change without causing changes to other variables. The dependent variable is that variable which is influenced by the independent variable. This means that the variable cannot change on itself unless subjected to changes by other variables. Within this study, the independent variable is leadership style while the dependent variable is employee performance. The relationship between these variables is diagrammatically presented in figure. Figure 2.1 shows the conceptual framework of the study which presents the relationship between the variables of the study. The existing relationship between the independent variable and dependent variable of the study is that, leadership style whether transformational, transactional, bureaucratic, laissez-faire, autocratic or democratic can affect performance of employees. There will be an increase or decrease in levels of performance of employees depending on the kind of leadership style which has been adopted by the organization.

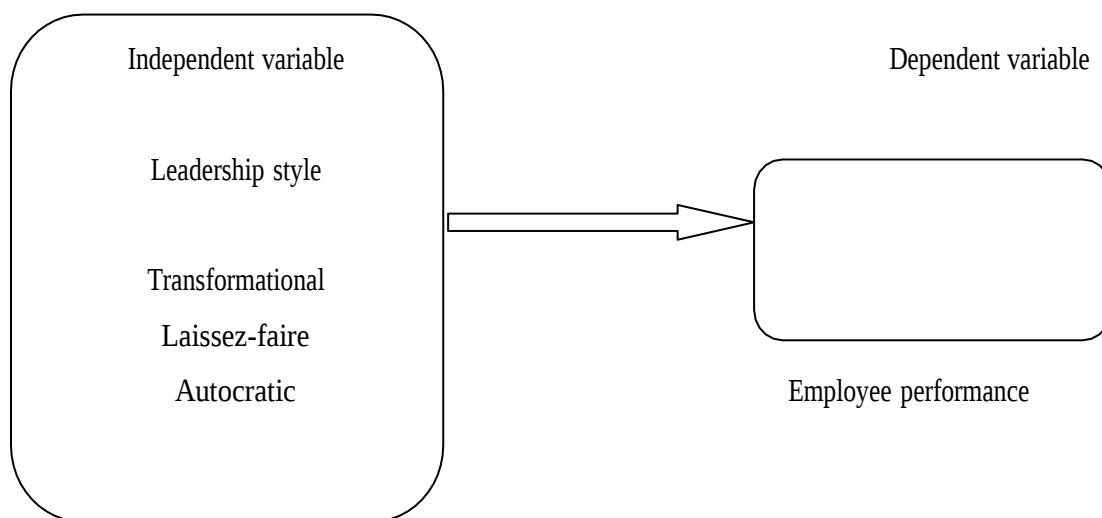


Figure 2.1: Conceptual Framework

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The major objective of this study was to identify relationship between leadership style and employee's performance in UNGA Group Nairobi. To conduct the study, it is essential to plan and formulate appropriate study area and period, research design, research methodology includes sampling design, target population, source of data, data collection instrument, data analysis, ethical consideration, and reliability and validity test were incorporated.

3.2 Research Design

The general method utilized to combine the many components of the study in a consistent and logical manner is referred to as research design. It tackles the research topic effectively and serves as the template for data collecting, measurement, and analysis (Namada, 2017). Further, research design is a plan that provides direction towards which a researcher obtains the knowledge and type of data that they are searching for (Creswell 2014). A descriptive correlational method was used in the investigation. Descriptive research designs aid in answering the who, what, when, where, and how questions related with a certain research topic. The design was selected to be appropriate since the purpose of this study was to determine the extent to which leadership styles (independent variable) impact employee performance (dependent variable).

3.3 Research Population

The population of the study refers to the population to which a researcher wants to generalize the results of the study. The population may involve a larger group of people, institutions or things that has one or more characteristics in common on which a study focuses. It consists of all cases of individuals or elements that fit a certain specification (Debois (2018). In this study, the target population were the staff and the management members of UNGA group Nairobi offices. The target population comprised of people varying in terms of age, sex, education levels and working experience. The total population was 323 employees.

3.4 Sampling Technique and Sample Size

3.4.1 Sampling Technique

In this study, there were purposive sampling techniques was used in selecting respondents who participated in the study. These techniques were; simple random sampling technique and purposive sampling technique. Purposive sampling involves picking on a sample basing on the researcher's judgment to suit his or her research needs. The sampling technique was used in selecting respondents who met the purpose of the study. Considering that the purpose of the study was to assess how leadership style affects performance of employees, management of the institute suited in this technique. They had information on leadership style applied by them and how it affected the performance of employees. These were helpful in meeting the purpose of the study. Each subtype of purposive sampling had their own advantages and disadvantages. In general, one major purpose of using purposive sampling was that it was easier to make generalizations.

3.4.2 Research Sample size

The sample size of this study comprised of 155 respondents. Management members included the heads of departments. The researcher used a confidence level of 95% and a margin of error of 5% while calculating the sample size as indicated below:

$$n = \frac{N}{1 + N(e^2)}$$
$$n = \frac{323}{1 + 323(0.05^2)}$$
$$= 155 \text{ respondents}$$

Where;

n = Sample size to be studied

N = Population size

e = Acceptable error 0.05

3.5 Data Collection Methods

In the study of this research the researcher used primary and secondary type of data. The Primary data was obtained from respondents of UNGA Group from 181 permanent employees, supervisors, department heads and leaders of the organization selected as a source of data and Secondary Sources of data from files, pamphlets, office manuals, circulars and policy papers will use to provide additional information where appropriate. Besides, variety of books, published and/or unpublished government documents, websites, reports and newsletters will review make the study fruitful.

Questionnaires were chosen as study instruments because of their ability to reduce bias and to collect genuine data. These questions consisted both open ended questions and closed ended questions. Open ended questions provided room for respondents to provide more explanations on the answers they provide. Closed ended questions did not provide room for explanations as respondents only have to select among the provided options of answers. The reasons behind selection of this method of data collection included ability to collect data from multiple respondents. This means that the researcher was able to provide questionnaires to larger number of respondents within a short period of time. This was helpful in saving time and also simplifying collection of enough information. Questionnaires were provided to 155 staff of UNGA Group, Nairobi headquarters.

3.6 Data Analysis Methods

The analysis part of the study was carried out in clear and better manner as much as possible to determine the effects of leadership style on employee's performance. After the data was collected using the appropriate instrument; it properly edited, coded and analyzed to reach at feasible finding. According to Creswell (2014) analyzing qualitative data require understanding on how to make sense on text or image so that one can form answers to the research question. Due to the fact that qualitative research based of gathering the in- depth information about the problem, it requires the data analysis method that is documented and in detailed. In this study, two types of data analysis methods were used. Quantitative data were analyzed through descriptive statistics where frequencies and percentages were presented in tables. Qualitative data were analyzed through content analysis.

Before collecting information from respondents, the researcher requested the permission from top authority within the council in order to ensure that the process of data collection was carried out procedurally. Respondents were selected with consideration of participating in the study. Confidentiality was considered important as there were not writing names of respondents of the study were not recorded. Privacy was also an important ethical issue which was considered as the researcher ensured that there was no unauthorized access to information provided by respondents. The findings which were obtained from respondents of the study were used for academic purpose and not otherwise.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This study investigated the effect of leadership style on employee performance UNGA Group Limited Nairobi. This chapter presents and discusses findings generated from data analysis. A total of 155 questionnaires were distributed and all were filled and returned. Analysis of data from the questionnaires was done through descriptive statistics (frequencies, percentages). Analysis of interview data was done through content analysis based on themes derived from research questions. The chapter is presented into three sections. The first portion discusses the respondents' demographic traits, while the second portion presents finding of the study. Final section focuses on the discussion of the findings.

4.2 Background Information

4.2.1 Response Rate

The researcher distributed 155 questionnaires out of which 116 were fully filled and returned. This translated into a response rate of 74.5%. the results are shown in Figure 4.2.

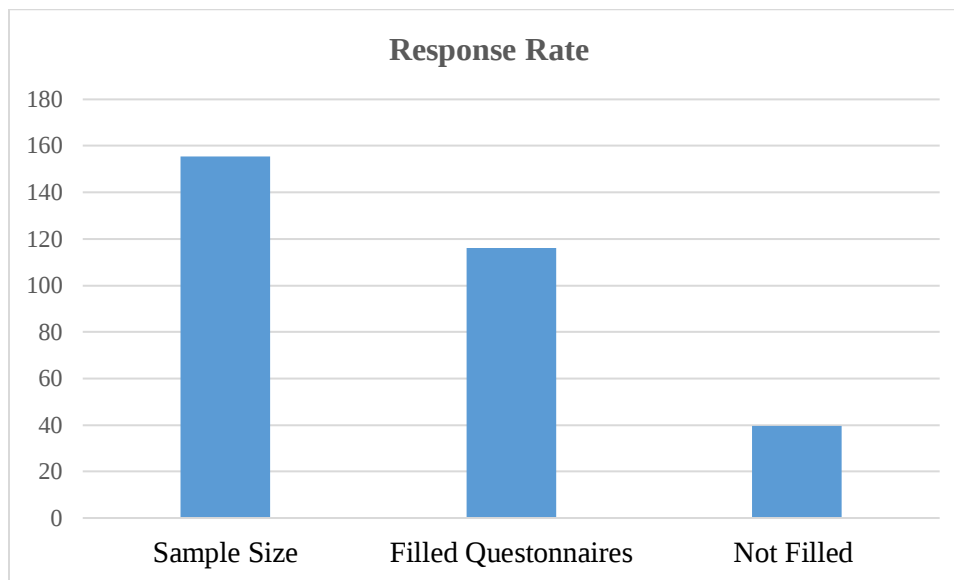


Figure 4.2: Response Rate

4.2.2 Gender of Respondents

The study aimed to establish the gender of the respondents. The results in Figure 4.3 reveals that majority of the respondents were male at 62%; distantly followed by female at 38 percent.

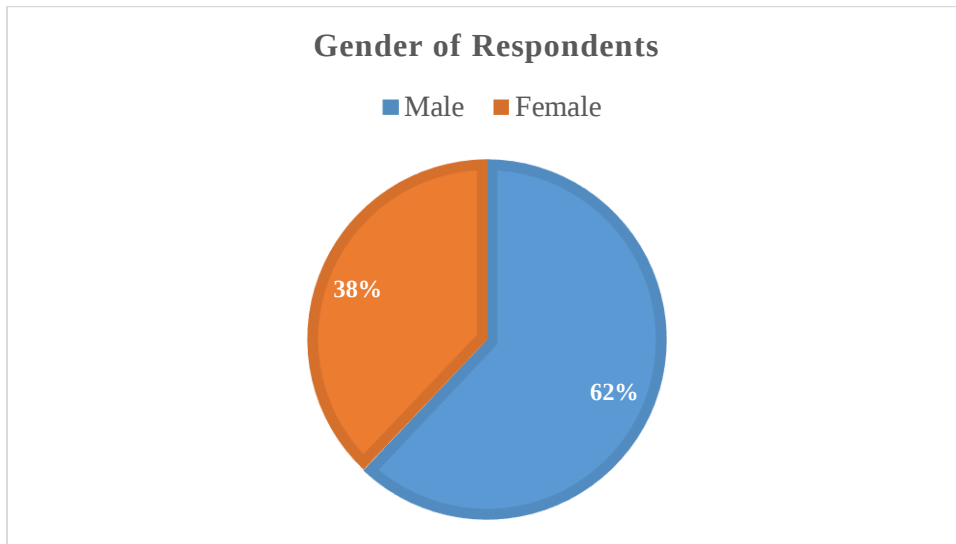


Figure 4.3: Gender of Respondents

4.2.3 Age of Respondents

The researcher sought to determine the age of the respondents. It was revealed that the majority were aged between 25-34 years at 44%. This particular age bracket was followed by those aged below 25 years at 23%. the third place was taken by those aged 35-44 years which formed a fifth of the respondents and finally; 13% of the respondents were aged 45 years and above. The results are shown in Figure 4.4.

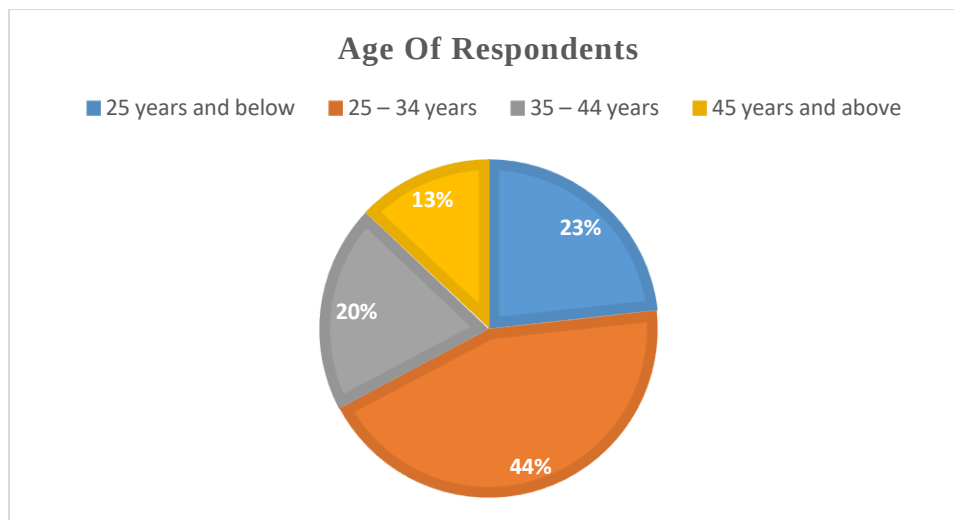


Figure 4.4: Age of Respondents

4.2.4 Department of Respondents

The study sought to determine the department that the respondents worked in. majority of the respondents were drawn from the marketing section -23%. It was followed by 19% who worked in the human resources unit. 18 percent in public relations and communication; 14% worked in the procurement section whereas 9% served on the quality assurance unit. The results are shown in Figure 4.5.

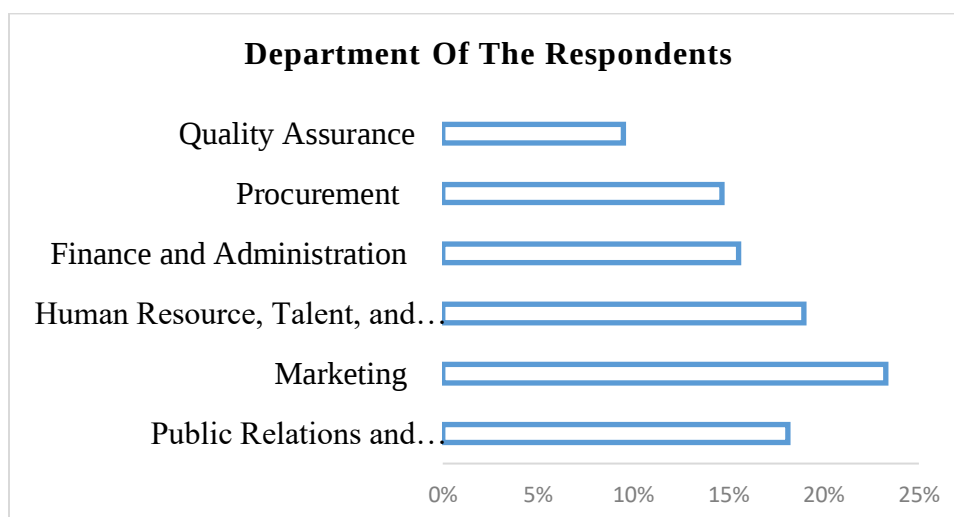


Figure 4.5. Department of Respondents

4.2.5 Position of Respondents in Organization

With reference to the role or position of the respondents at UNGA Group; more than 60 percent were subordinate staff. A fifth were supervisors. 8% were departmental heads while top managers comprise 5% of the total sample size. The results are shown in Figure 4.6.

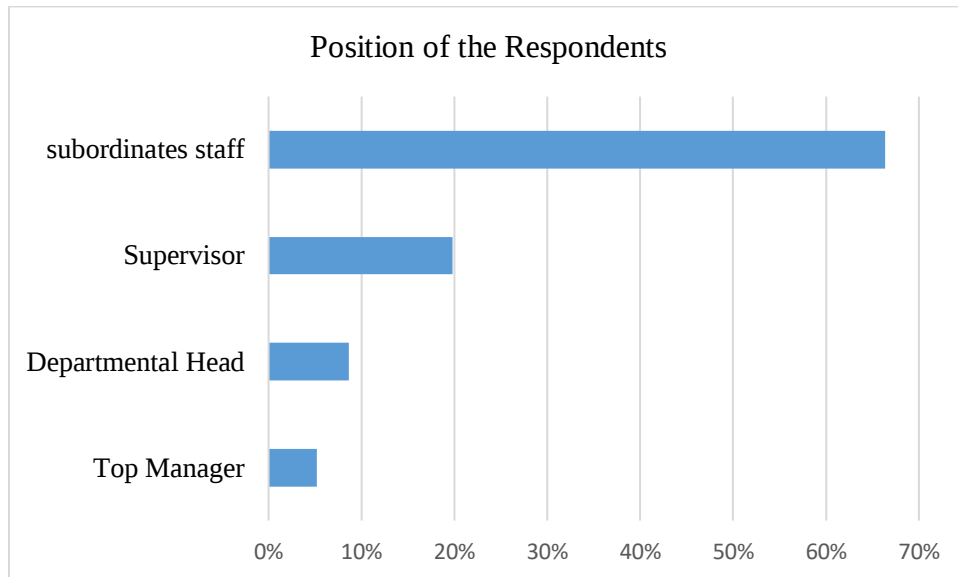


Figure 4.6: Position of Respondents in Organization

4.2.6 Years in the Current Position

It was also necessary to identify the number of years that respondents had stayed in the current job role. It was interesting to learn that nearly a third of the respondents had spent more than 10 years in their current position. Another third of the respondents had spent between 6 to 10 years with a quarter spending between 1-5 years. However, only 14% had spent less than a year in their present roles at the company as shown in Figure 4.7.

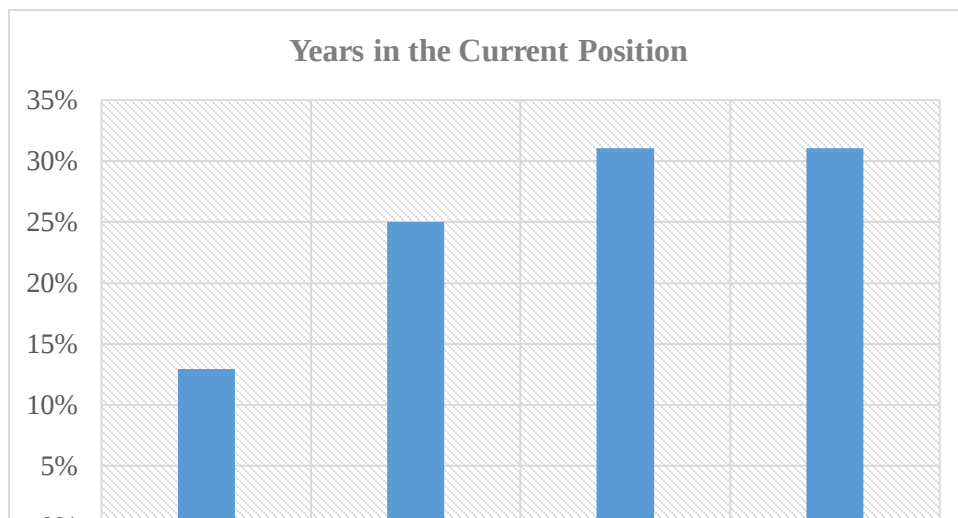


Figure 4.7: Years in the Current Position

4.3 Transformational Leadership Style and Employee Performance

More than a quarter of the respondents strongly agreed that their supervisors made them feel good around them. 36% of the respondents agreed that their supervisors provided recognition alongside other goals. Additionally; 28% of the respondents strongly agreed that they were proud to be associated with their supervisors. 17% of the respondents strongly agreed that their supervisors expressed in a few simple words what they could and ought to do. However; only 9% of the respondents strongly agreed that their supervisors provided appealing images about what they could do. Another 36% strongly agreed that their supervisors told them standards that they could now to carry out their work. Finally; 38% of the respondents agreed that supervisors helped others develop themselves. The results are illustrated in Table 4.1.

Table 4.1: Transformational Leadership Style and Employee Performance

Construct	SD	D	N	A	SA	TOTAL	MEAN
1. My supervisor makes others feel good to be around him / her	8%	15%	18%	34%	26%	116	3.55
2. My supervisor provides recognition/rewards when goals are attained	12%	6%	16%	36%	29%	116	3.65
3. I am proud to be associated with my supervisor	9%	14%	19%	31%	28%	116	3.55
4. My supervisor expresses in a few simple words what we could and should do	19%	10%	30%	23%	17%	116	3.09
5. My supervisor gives appealing images about what we can do	16%	22%	32%	21%	9%	116	2.86
6. My supervisor tells us the level of	4%	8%	20%	32%	36%	116	3.88

performance we have to know to carry out our work							
7. My supervisor enables others to think about old problems in new ways	10%	16%	20%	39%	15%	116	3.31
8. My supervisor provides others with new ways of looking at puzzling things.	3%	7%	32%	36%	22%	116	3.66
9. My supervisor gets others to rethink ideas that they had never questioned before	18%	22%	28%	12%	19%	116	2.91
10. My supervisor helps others develop themselves	15%	8%	23%	38%	16%	116	3.34

4.4 Autocratic Leadership Style and Employee Performance

Forty percent of the respondents agreed that their supervisors' held employees were to be supervised so closely. Twenty-two percent strongly agreed that they felt insecure about work and needed direction. 22% of the respondents opined that their supervisors were the chief judges of the achievement of employees. 31% of the respondents revealed that their supervisors gave orders and clarified procedures. However; 16% noted that their supervisors strongly believed that most employees in the general population were lazy. A fifth of the respondents strongly agreed that they were determined to push projects forward and get results. A quarter of the respondents strongly disagreed that they were good at arranging people. The results are illustrated in Table 4.2.

Table 4.2: Autocratic Leadership Style

Construct	SD	D	N	A	SA	TOTAL	MEAN
1. My supervisor believes employees need to be supervised closely they are not	20%	22%	5%	40%	13%	20%	3.03
2. As a rule, my supervisor believes that employees must be given rewards or	23%	20%	0%	37%	40%	23%	3.42

punishments in order to motivate them to achieve organizational objectives.							
3. I feel insecure about my work and need direction	9%	12%	61%	22%	22%	9%	3.28
4. My supervisor is the chief judge of the achievements of employees.	5%	9%	35%	44%	31%	5%	3.70
5. My supervisor gives orders and clarifies procedures	11%	18%	41%	16%	24%	11%	2.83
6. My supervisor believes that most employees in the general population are lazy	47%	26%	17%	16%	18%	47%	2.63
7. Most employees feel insecure about their work and need	17%	14%	57%	22%	15%	17%	3.20
8. I set myself high standards and expect others to do the same for themselves	9%	9%	45%	27%	35%	9%	3.65
9. I'm determined to push projects forward and get results	29%	29%	17%	29%	20%	29%	2.69
10. I am good at organizing other people	25%	16%	44%	24%	16%	25%	2.16

4.5 Laissez Faire Leadership Style and Employee Performance

A quarter of the respondents strongly agreed that in complex situations their supervisors allowed them to work their problems out on their way. Secondly; 23% of the respondents agreed that their supervisors allowed them to perform their own work. Interestingly; 44% of the respondents agreed that supervisors gave complete freedom to solve problems on their own work 27% of the respondents agreed that in most situations; they preferred little input from their supervisors 36% of the responded agreed that n general; their supervisors felt that t was best practices to leave subordinates alone. Finally; 28% of the respondents strongly agreed that they involved teams worked best when everyone was involved in tang decisions. The results are illustrated in Table 4.3.

Table 4.3: Descriptive Statistics for Laisses Faire Leadership Style

Construct	SD	D	N	A	SA	TOT AL	MEA N
1.In complex situations my supervisor allows me to work my problems out on my way	5%	16%	23%	31%	25%	116	3.55
2. My supervisor stays out of the way as I do my work	10%	16%	34%	23%	16%	116	3.19
3. As a rule, my supervisor allows me to appraise my own work.	12%	18%	34%	19%	16%	116	3.09
4. My supervisor gives me complete freedom to solve problems on my own.	9%	12%	28%	27%	23%	116	3.42
5. In most situations I prefer little input from my supervisor.	9%	9%	21%	44%	17%	116	3.52
6. In general my supervisor feels it's best to leave subordinates alone.	4%	19%	28%	27%	22%	116	3.42
7. In most situations, workers prefer little input from the leader	11%	16%	18%	36%	18%	116	3.34
8. In general, it is best to leave subordinates alone.	9%	11%	22%	37%	20%	116	3.47
9. I believe teams work best when everyone is involved in taking decisions	2%	6%	17%	47%	28%	116	3.94

4.6 Inferential Statistics

4.6.1 Correlation Analysis

A correlation analysis was carried out to examine the nature of association between leadership style and employee performance in manufacturing firms in Kenya. To carry out the test, leadership style constructs namely transformational, autocratic, and laissez faire were used as the independent variables while employee performance was the dependent variable. The test was conducted at the 5% level of significance in a 2 – tailed test. This indicates that the critical value

was set at 0.025 during the test, beyond which the association between the variables was concluded to be not significant hence could not be relied on in making conclusions regarding the association between the variables being tested. According to the findings as illustrated in Table 4.4 the findings transformational leadership had the highest correlation ($r(116) = .715, p < .000$) followed by Laissez Faire Leadership ($r(116) = .425, p < .000$) and finally; authoritative leadership had the least influence ($r(116) = .116, p > .246$).

Table 4.4: Correlation Analysis

Correlations					
		Transformational leadership	Authoritative Leadership	Laissez Faire Leadership	Employee Performance
Transformational Leadership	Pearson Correlation	1	.104	.381**	.715**
	Sig. (2-tailed)		.266	.000	.000
	N	116	116	116	116
Authoritative Leadership	Pearson Correlation	.104	1	.119	.109
	Sig. (2-tailed)	.266		.204	.246
	N	116	116	116	116
Laissez Faire Leadership	Pearson Correlation	.381**	.119	1	.425**
	Sig. (2-tailed)	.000	.204		.000
	N	116	116	116	116
Employee Performance	Pearson Correlation	.715**	.109	.425**	1
	Sig. (2-tailed)	.000	.246	.000	
	N	116	116	116	116
**. Correlation is significant at the 0.01 level (2-tailed).					

4.6.2 Regression Analysis

Regression analysis is a statistical method for examining the connection between variables. Typically, the investigator attempts to preserve the incidental influence of one variable on another. Regression analysis allows you to model, analyze, and investigate spatial relationships, as well as assist explain the components that contribute to observable spatial patterns. Regression analysis may also be used to make predictions.

The overall model for the performance of the build employee was examined. The results are shown in Table 4.5, which indicates the coefficient of determination R Square= 0.538 and R=.734 at 0.05 significant level. According to the coefficient of determination, leadership styles explain about 53 percent of the variation in employee performance. This demonstrates that there was a significant positive correlation coefficient between leadership style and employee performance. The Beta coefficient tests reveal that there is a substantial positive association between leadership styles and employee performance.

Table 4.5: Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.734 ^a	.538	.526	.54460	.538	43.546	3	112	.000
a. Predictors: (Constant), Laissez Faire Leadership, Authoritative Leadership, Transformational Leadership									

The ANOVA findings for regression coefficients are provided below. According to the analysis results, the significance of F statistics is 0.00, which is less than 0.05. This suggests that there is a link between affiliative leadership styles and employee performance.

Table 6: Analysis For Variance

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.747	3	12.916	43.546	.000 ^b
	Residual	33.219	112	.297		
	Total	71.966	115			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Laissez-faire Leadership, Authoritative Leadership, Transformational Leadership						

The examination of the regression coefficients model demonstrates that participatory leadership style statistically predicts the value of employee performance. The beta weight gauges the importance of explanatory variable across the model and is positive on the transformational leadership style, Beta of. 645 and statistically significant at $p < 0.005$.

Regression Equation:

$$y = \beta_0 + \beta_1 x_1 + \varepsilon$$

Performance

$$Y = 0.899 + 0.650X + 0.020W + 0.130Z$$

Table 4.7: Model Coefficients

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.899	.312		2.886	.005
	Transformational Leadership	.650	.070	.645	9.269	.000
	Authoritative Leadership	.020	.062	.020	.315	.754
	Laissez Faire Leadership	.130	.051	.177	2.540	.012
a. Dependent Variable: Employee Performance						

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The primary goal of this study was to look at the impact of several leadership styles (transformational, transactional, autocratic, and laissez-faire leadership styles) on employee performance. A cross-section descriptive survey research approach was used, and a sample of 116 employees sampled conveniently from a study population was 311 employees in UNGA Group Nairobi headquarters. To obtain primary data from the sample, a structured questionnaire was employed. Data was analyzed using descriptive and inferential statistical methods. Pearson's correlation and regression analysis were employed in inferential statistics to analyze both

relationships and effects based on the study's hypotheses. This chapter discusses the findings, consequences, and suggestions. It is divided into several sections: Section 5.2 provides a major overview of the findings, Section 5.3 addresses conclusions and recommendations, Section 5.4 delivers recommendations, and Section 5.5 provides limits of the study and ideas for further research.

5.2 Summary of the Key Findings

Findings this study revealed that there are many types leadership including includes democratic, autocratic, laissez-faire, transactional and transformational. According to the data, the transformational leadership style is the most prevalent at the company, followed by transactional leadership style and laissez-faire leadership style. Employee productivity is above average. Except for the intellectual simulation component, which showed an insignificant positive link with quality of performance, scores in transformational leadership style were shown to be substantially connected with both measures of employee performance and overall performance. The study further revealed that respondents perceived the type of leadership that exist in UNGA Group. The study also indicated that the existing type of leadership in selected UNGA Group affected the employee's performance both positively and negatively. Finally, the study found that there are various measures that can be used to address the negative effects caused by the existing type of leadership. Among of the suggested measures includes; leaders should be flexible to change their styles, ensure collaboration with the employees, leaders should use participatory methods of leadership and that leaders should win subordinates.

5.3 Discussion of Findings

The study revealed that UNGA Group employed a mix of leadership approaches as demonstrated under descriptive statistics. Moreover, finding show that democratic leadership style is dominant in the selected institutions. These findings correspond to those of Anyango (2015) who examined the effects of leadership styles on employee performance in Kenya. Also, findings relate to the result of study done by Haq and Kuchinke (2016) who investigated the impact of leadership styles on employees' attitude towards their leader and performance. The findings from the study

revealed that transformation leadership had greater influence on employees' performance outcomes. However, the findings relate with the finding done by Ipas (2012). The study provided the description of various leadership styles including; transactional leadership which focuses on supervision, organization, or performance. It is an integral part of the full range leadership model. Bureaucratic leadership is one of the styles that was postulated by Max Weber in 1947. It is a system of management whereby employees are made to follow specific rules and lines of authority created by the superiors. In other words, these set of leader's functions based on official regulations fixed by higher authorities within the organization. It is the leadership style which developed the bureaucratic leadership pattern focusing on the administrative needs an organization has. Autocratic leadership, often known as authoritarian leadership, is a type of leadership that emphasizes individual authority over all decisions with limited involvement from group members.

Autocratic leaders typically make choices based on their ideas and judgments. Laissez-Faire or Free-Rein is the leadership style which make a leader gives full freedom to his subordinates to act on their own. Here, the leader once defines the goals, policies, programmers and the limitations for action and then leaves the remaining process to be accomplished by the subordinates on their own. With Laissez-Faire leadership style, the leader maintains contact with outside people and bring in information to the group members needed for the accomplishment of the given task. Democratic leadership, (participative leadership or shared leadership) is a style of leadership in which members of the group play a more active role in decision-making. According to Ojokuku et al. (2012), this type of leadership can apply to any organization, from private businesses to schools or government. Transformational leadership is a leadership style in which a leader collaborates with teams to identify required change, develops a vision to drive the change via inspiration, and implements the change in collaboration with dedicated members of a group (Khamis, 2013; Kumar, 2014)

Findings from this study indicated that leadership styles have some effects towards employee's performance. The conclusions are based on the findings of a study conducted by Haq and Kuchinke (2016), who explored the influence of leadership styles on workers' attitudes about their leaders and performance. The findings from the study revealed that transformation leadership had greater influence on employees' performance outcomes. The leadership style

which was revealed to have no impact on performance of employees in terms of effectiveness and satisfaction was laissez- faire leadership style. The findings further revealed that Pakistan is prone to several challenges such as employee turnover due to adoption of leadership styles which do not satisfy employees in most of companying institutions. Similarly, Mawoli and Haruna (2013) carried out a study on effect of leadership styles on job performance in Federal Medical Centre in Niger state. The findings from the study revealed that there were three leadership styles which were used by heads of units, sections and departments. The leadership styles which favored many employees and led to improvement in performance of employees was democratic leadership.

5.4 Conclusion

From the research finding, the following conclusions are made; It was concluding that transformational style of leadership was dominantly used in UNGA Group despite of having many leadership styles such as democratic, autocratic, laissez-faire, transactional and democratic. Based on the findings of the study, it can be stated that supervisors who are motivated by the desire to improve the performance of their staff should aim to display more of the transformation leadership style and less of the other kinds. The study concludes that the type of leadership that existed in selected Institutions in UNGA Group was good. Furthermore, the study the concludes that the existing type of leadership in UNGA Group affected the employee's performance both positively and negatively. It is also concluded from the study that employees were satisfied with the leadership style existed in UNGA Group because the leadership style existed promoted employees' performance.

Another conclusion is in order to solve negative effects of leadership style existed in UNGA Group, leaders should be flexible and should choose the best style in relation to the nature of employees.

5.5 Recommendations

5.5.1 Recommendation For Improvement

The study recommended that there should be regular training for leaders on how best they can use various leadership styles to enhance employees' performance. It was also recommended that evaluation of leadership styles should be conducted so that employees can be able to provide their opinions. The study recommended that leaders should be flexible enough to change their

leadership styles to fit the needs of the organization. Employee performance will suffer as a result of the supervisor's assertive leadership style. As a result, they should aim to avoid this kind of leadership style. Supervisors must respond to important issues and make judgments in a timely and clear manner. They should not be frightened to participate in issue resolution.

5.5.2 Areas for further Research

The areas that need further research or investigation are as follow. In conducting this study especially during data collection, the researcher faced some challenges such as funds which were used as bus fare in attending the council offices every day for data collection. Also, there was limited time to match with the deadline of data collection. Another limitation of the study was the reaction from employees who were approached to participate in the study. Considering that the study focused on leadership style used in UNGA Group, employees feared of revealing whether the leadership is supportive or not. However, the researcher was able to address these challenges by; first, raised fund from family members so as to be able to complete the data collection process. To address the challenge of time, the researcher scheduled her time to attend classes and accomplish the study especially the process of data collection. To address the challenge of reluctance of some employees to provide information, the researcher explained clearly to the respondents the main objectives of the study and ensured the confidentiality of their information. These techniques enabled the researcher to accomplish the main objectives of the study.

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